

LODGE AT REXFORD POLICY AND PROCEDURE MANUAL

RANCH FOR KIDS PROJECT, INC.

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* Please Note: While some of the information within this document is repetitive, please know that this format is required to fulfill PAARP Board application mandates, addressing specific Montana code requirements, by sections. We have chosen this format to not only provide

our information, but also to comply with PAARP Board licensure requirements.

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ETHICAL STANDARDS

1.0 The Ranch For Kids abides by the following ethical standards and principles.

1. Be conscious of, and responsive to, the dignity, welfare, and worth of program participants.
2. Honestly and accurately, represent ownership, competence, experience, and scope of activities, and will not exploit potential clients' fears and vulnerabilities.
3. Respect the privacy, confidentiality, and autonomy of program participants within the context of their facilities and programs.
4. Be aware and respectful of the cultural, familial, and societal backgrounds of program participants.
5. Recognize the unique and complex nature of relationships that develop between programs and participants and take reasonable steps to avoid relationships or conflicts of interest that may impair professional judgment, increase the risk of harm to program participants, or lead to exploitation.
6. Take reasonable steps to ensure a safe environment that addresses the emotional, educational, and physical needs of program participants.
7. Strive to maintain high standards of competence in offered areas of expertise and to be mindful of limitations.
8. Value continuous professional development, research, and scholarship.
9. Place primary emphasis on the welfare of the program participants in the development and implementation of business practices.
10. Manage finances to ensure that there are adequate resources to accomplish its mission.
11. Fully disclose to prospective parents/guardians, and when appropriate to program participants, the nature of services, benefits, risks, and costs of the program.

Introduction To The Program

Ranch For Kids Project, Inc.

The Ranch For Kids is a Christian residential alternative program specifically designed for adoptees, both international and domestic. We specialize in caring for children from international adoptions but any adoptee in need of services is welcome to apply to our program. During the youth's stay at our Ranch For Kids Lodge in Rexford, we will work individually and in group with him/her through the Level System. All of the people who work with RFK work closely with the children; this includes the, executive director/ program manager, teachers, support staff and volunteers. The children are kept on a scheduled program in education, work, recreation and social activities. The Ranch For Kids attempts to educate and assist the children by supplying a 24-hour a day, firm, loving, consistent, structured and Christian atmosphere.

The staff at Ranch For Kids appreciates any encouragement from parents and family that can be provided to the program participant as he/she works through the program. The child needs to be focused in the right direction. Following is how the program is established to accomplish this task:

1. The program participant will work through several training levels. With each level come added privileges and responsibilities as the participant demonstrates the ability to handle them. The staff works with the program participant, teaching how to live a wholesome life where relationships with others matter. The program participant will then be better prepared to handle school and peer pressure. Each program participant is living with his/her peer group, meaning other children from similar backgrounds of abandonment, loss, orphanage experience, age and adoption.
2. The program participant will be living under a balanced philosophy and in our program will be expected to follow the daily routine, which is built around this philosophy. The "Balanced Life Philosophy" which is based on the idea that the whole man must grow in four areas: physical, social, mental and spiritual.
 - i) Physical: This area is covered by vigorous activities in sports, such as dodge ball, basketball, volleyball, soccer, hiking, gardening, landscaping, camping, swimming and working on various outdoor projects at the facility. Eating properly with a balanced diet and good hygiene are also part of the physical area.
 - ii) Social: program participants learn to relate to peers while living in a family style

atmosphere, attending school and church activities. Program participants also learn to relate to authorities through interacting with teachers, counselors, support staff and house direct care staff.

iii) Mental: Program participants are greatly encouraged to achieve their educational goals while at the Ranch For Kids. Our school program provides a challenge to the program participants.

iv) Spiritual: Program participants attend church services, and group discussions at our Lodge. We regularly meet for group discussions so the child has the opportunity to ask questions and get in touch with his own spirituality. We respect each program participant's right to practice his/her religion.

3. We will work in conjunction with the parents of the program participants. The goal of Ranch For Kids is to counsel the children in support of the family, as God intended, to work toward the reconciliation with family restoration. We emphasize work on the child's "root" issues and fostering forgiveness amongst family members. This applies even for those children who may not return to their adoptive homes.
4. Program participants are encouraged to give testimonies of how their lives have been changed through the program at Ranch For Kids. Children are encouraged to become good examples for their peers.
5. Because our program participant's often suffer from the effects of prenatal exposure to alcohol and attachment disorder they have certain brain differences which our program understands and is able to accommodate. We provide a consistent, repetitious, structured and low stimulation environment for our program participants. Our program participants are not typically the "behavior disordered" children who might be going to a therapeutic boarding school.

WORK AND SCHOOL

The Ranch For Kids serves as an alternative school placement. Our children are taught at our school which is located on site. Our leased commercial building is fully utilized for residential, school and recreational activities. We employ Masters Level certified teachers as well as other qualified staff.

Program participants in High School either study for their GED or are enrolled in an accredited educational program which their parent's purchase separately from our tuition.

Mastery of subject matter is more important than grade level. Each program participant is tested upon admission to our school and regular testing and assessments are done so we can assist program participants with their educational goals and pursuits.

A school chart is kept on each program participant which documents their progress, attendance and testing.

School is from 9:00.a.m. until 4:00p.m. Monday through Thursday.

There is no school on Friday, Weekends and Holidays. School is from September 1st till May 31st. A summer school schedule is in place with academics two hours per day and arts, crafts, extracurricular activities and auxiliary courses. Our summer school runs from 9:00a.m. until 4:00 p.m. Monday through Thursday. We maintain two separate classrooms according to gender: Elementary school, middle school and high school are all taught in the same classroom for boys and girls, respectively.

A number of vocational training courses are offered to high school program participants such as, culinary arts, gardening, carpentry, and financial management.

Work projects are an integral part of our program. Children participate in all aspects of their daily living. Work provides meaningful activity, oxygen for a healthy mind, a strong healthy body and each child learns a strong work ethic which will prepare him for a productive adult life. The feelings of accomplishment and satisfaction in a job well done and produces self esteem and mastery.

Some of our work involves trail building, lawn care and other chores are centered on gardening and grounds maintenance. (Children do not operate any type of heavy machinery; motorized lawn equipment is used with staff supervision).

The children at RFK do not play video games. We have regular movie nights.

RECREATION: Play and recreation are an integral part of our program. We have a number of on-site opportunities available for our program participants.

Winter outdoor activities include ice skating and sledding. Board games, arts and crafts are also available for indoor activities.

Summer activities include hiking, swimming, boating, rafting, basketball, football, gardening, and soccer.

Off site recreational opportunities are available year around and field trips are taken to points of interest and the nearby Parks and recreational sights.

Adherence to State and Federal Laws

The Ranch For Kids Project will adhere to all applicable state and federal laws in conducting the operation of this program. This includes administration, hiring and employee practices, observance of safety regulations, and the care of program participants.

Racially Nondiscriminatory Policy

The Ranch for Kids School admits program participants of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to program participants at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

ADMINISTRATIVE PRACTICES AND PROCEDURES

2.0 The Ranch For Kids has a responsibility and duty to strive to provide its program participants with appropriate ethical and professional service in all areas of operation.

History of Program

2.1.1 Introduction and History of the program:

The Ranch For Kids Project grew out of our original parent organization, "Global Adoption Services, Inc. which was founded in 1994 as a 501(c)(3) not for profit licensed adoption agency in the State of Wyoming and Maryland to handle international adoption cases. In 2012 we filed Ranch For Kids Project, Inc. as a not for profit organization in the State of Montana. We are no longer affiliated with Global Adoption Services, Inc. Ranch for Kids Project, Inc. is a registered 501(c)(3) not for profit organization having received a determination letter 947 from the IRS on December 10, 2014.

The Ranch For Kids unofficially began in 1999 a year after our founder and former director Joyce E. Sterkel adopted a Russian boy who had disrupted from two placements. Her family's involvement with this child led other parents to ask for her assistance with their children. From 1999 until 2002 children came and lived on the family ranch near Eureka where the three eldest Sterkel-Sutley children had been raised. In 2004 it was decided that a separate facility with a full time professional staff could better serve the needs of the children needing services. It was in 2002 that Hallmark Entertainment filmed a made-for-

television program called "Second Chances" which highlighted the lives of the three additional Russian adoptees who had been adopted by the family. This program brought national recognition to the work that Global Adoption Services, Inc. and the Sterkel-Sutley family was doing with troubled Russian adoptees. This program can be seen online at; www.hallmarkchannel.com Adoption Series First Part: Second Chances.

In November of 2008 The Ranch For Kids was highlighted in a one hour ABC 20/20 TV program which aired nationally. Our program has been featured in a number of local media sources as well as large metropolitan papers such as the The New York Times, Los Angeles Times, Chicago Tribune, and others. We have been featured in magazines such as Newsweek and People. Several international magazines, newspapers and television networks have filmed programs about The Ranch For Kids. FOCUS magazine of Germany did a full length article on the ranch for its March 2010 issue as well as a television crew from Germany. Russian television has further written numerous articles and filmed the program.

In February 2010, CNN did a short documentary on the ranch and its program participants. In April 2010, CNN did a follow up of the original story and it aired on Anderson Cooper 360. On April 12, 2010, the director of the program appeared on CBS Early Show in New York. The director further did a telephone interview with the BBC on April 15th which was aired worldwide. The Ranch For Kids has been the subject of numerous television programs over the years and many agencies, parents, therapists and treatment facilities refer their clients and children to our program.

In the Winter of 2003/2004 the Ranch For Kids Project officially moved to 3964 Indian Creek Road, four miles East of Eureka, Montana. With our full time staff we continue to provide services to internationally adopted children.

In June of 2012, media attention was focused on The Ranch For Kids when a group of high ranking Russian officials attempted to gain entry to the ranch to visit any Russian children who might reside there. They were denied access for children's privacy and safety, and this was the focus of numerous magazine, newspaper and television programs including CNN.

In July of 2014 all children and staff moved to one location in Rexford. This was to accommodate the growing needs of the program as well as compliance with State regulations and licensing.

Our long term goal is to build a new facility by 2017 that will not only accommodate more children in a larger variety of ages, but offer an expanded residential and recreational facility to better serve the needs of the children and their families.

Program Ownership and Management

2.1.2 Responsibility, governing body, policy development, responsibility for implementation, compliance, amendment and oversight of the policies.

The Ranch For Kids is a not for profit corporation, with a 501(c)(3) not for profit status, which was established in the State of Montana in 1999, and then incorporated in 2012.

The Ranch For Kids is under the direct supervision of a governing body made up of a board of directors which has appointed an Executive Director. The governing body is the Board of Directors. The Board, through its appointed Executive Director, governs the organization, develops policy, implements that policy, oversees compliance and is responsible for any policy amendments and the oversight thereof.

The Executive Director is: William J. Sutley. Board Members of The Ranch For Kids Project, Inc: President: Melissa Fellers, Director: Michael Volsky, Director: Daniel Sutley.

The Ranch For Kids address for physical deliveries: 144 Gateway Road, Rexford, MT 59930

We maintain a primary mailing address at P.O. Box at 790, Eureka, MT 59917

Main Office Telephone: (406) 889-3106

School Office: (406) 297-7592

Email: montana@ranchforkids.org and info@ranchforkids.org, wjsutley@ranchforkids.org

Web Site: www.ranchforkids.org

LOCATION of PROGRAM SERVICES:

All services are provided at our 24/7 RFK Rexford Lodge facility. The children reside, attend school and engage in most sports activities at this facility. They attend church in Eureka on Sundays and youth group in Eureka on Wednesdays.

In keeping with the language of our very licensure, we are a private, alternative, residential program, not commercial or public.

Mission Statement--The Ranch For Kids Project

2.1.3 Our mission is to provide Christian respite care for "at risk" adoptees having trouble adjusting to their new homes. We strive to provide hope and healing to hurting families. We

further provide referral and networking to child welfare organization and licensed adoption agencies for those adoptees whose adoptions are disrupting.

We are a bridge of hope and healing between parent and child as they transition into lives free of pain, trauma and abandonment.

We specialize in internationally adopted children but take adoptees from all backgrounds and circumstances.

2.1.4 Philosophy of the program

Program Description

As previously stated above, the "Ranch For Kids Project" is a registered non-profit corporation in the State of Montana with 501(c)(3) status. We have established a program which provides a Christian home for "at risk" adoptees who may be experiencing difficulties in their new families in the U.S.A. This program was developed through joint cooperation with agencies and child welfare organizations where troubled children adopted primarily from international adoption could come for respite care and/or referral to licensed agencies for placement into a new adoptive home. The post institutionalized child is unique in that he has been raised in a cultural medium very different from that of children in our foster care system. Many of our program participants have been prenatally exposed to alcohol (FASD) or suffer from Reactive Attachment Disorder (RAD).

Due to their unique background and experiences, they are poorly adapted to interface with our social service system. These children need adults in their lives who relate to the child's native culture and in particular how an orphanage experience has shaped their lives. In order for these children to become functioning members of our society they need to heal from the trauma of their orphanage experience and or further difficulties in their adoptive placements. We uniquely provide/create an environment of their peers that can support, encourage, and connect with our kids and their backgrounds.

Sending a child back to their home country cannot, if ever, be the correct solution. The use of medication and extensive therapies can have positive effects on some of the most disturbed of these children, but others will benefit from an environment where the wide open spaces, contact with animals and a natural environment can create a new understanding it is belonging to something greater than ourselves and in giving rather than taking that we find fulfillment. A common sense relaxed approach to everyday life and a sound moral base contribute to building a successful lifestyle. Actions and consequences must be closely linked. In our busy lifestyles, we get short infrequent contacts with children when many times what they need are one on one time with adults, working on projects and playing.

For the children who just need respite care, we hope to be that bridge linking parent and child. For those children who are relinquished, our goal will be to make a referral to an adoption agency, to find a permanent "forever" family.

POPULATION SERVED

2.1.5 Description of the population the program serves.

The Ranch For Kids Project is a not for profit corporation registered in the State of Montana. We are adoptive parents, adoptees and adults whose lives have been impacted by adoption.

Our mission is to provide Christian respite care for "at risk" adoptees who are having trouble adjusting to their new homes in America. We further provide referral and networking services to adoption agencies and child welfare organizations across the U.S.A. We assist parents and agencies in finding services for those adoptees whose adoptions are disrupting. We do not provide any adoption services at this location.

We strive to be a bridge of hope and healing between families and children as they transition into lives free of pain, trauma and abandonment. We work with children who have suffered prenatal exposure to alcohol, (fetal alcohol spectrum disorders) reactive attachment disorder, trauma, abuse, neglect and post institutionalization with the resulting behavior problems.

We specialize in children who have been internationally adopted by American Citizens but take children from all adoption related backgrounds and circumstances and provide respite care for any adopted child, domestic or international.

The age of the youth we currently serve is approximately 12-18 years old.

We serve both male and female program participants. We do reserve the right to keep a program participant who entered our program at a younger age to stay on with us contingent upon good behavior and a satisfactory arrangement between staff, parents and child.

Our average daily census is 11-24 program participants. We have a maximum capacity of 24.

Services Provided

2.1.6 Description of Services provided

1. Room and board in a safe, therapeutic, home-like atmosphere that is highly structured.
2. Direct Care staff who are highly experientially-trained in dealing with children who have attachment issues, oppositional behavior and the residual effects of prenatal alcohol exposure and the separation, grief and loss issues associated with being adopted. Boys and girls are not allowed to mix at any time during day-to-day life and trips off campus are also kept separate.
3. Knowledgeable caring adults who have firsthand experience with post institutionalized children and adoption issues.
4. A healthy environment where the child can learn about outdoor work, activities, maintenance, gardening, fencing, trail building and all aspects of an outdoor life.
5. The opportunity to enjoy a number of outdoor sports and recreational activities available in Western Montana.
6. Group and individual discussion sessions which includes the child's native language whenever possible.
7. Music, culture and art which identifies with the child's cultural heritage.
8. A custom designed education system with individual tutoring.
9. Tutoring in the child's native language with supporting educational materials when available.
10. Referral services to agencies and child-welfare organizations which can help the family to meet their child's needs.
11. Arts and crafts.
12. Athletic and sporting events both on and off campus.
13. Hiking, camping, swimming and outdoor activities.
14. Life skills training including but not limited to:
 - a) Cooking and household management, child care and health
 - b) Gardening
 - c) Marriage and family classes which include reproduction, birth control and child development
 - d) Budgeting and financial management
 - e) Food preservation

Level of supervision:

Program participants are supervised by awake staff 24 hours a day. Our classroom size is approximately 10-12 children or less and supervised by one or more teachers and aides. Outdoor recreation or work activities are supervised with the ratio of one staff per maximum

8 program participants.

THE RANCH FOR KIDS —FINANCIAL CONTRACT

Upon the signing of this contract, we, the parent(s) or guardian of, _____ agree to place our child at the Ranch For Kids Project, Inc. We understand that the monthly tuition payment covers room, board, and schooling only. We will pay an annual yearly clothing fee and annual school fee in addition to the monthly tuition payment. We understand that there may be occasional expenses for miscellaneous recreational or athletic activities, which will be our responsibility.

Furthermore, we agree to assume financial responsibility for damages or expenses directly related to our child's behavior. We will continue to maintain financial responsibility for all medical treatment and insurance coverage, clothing, bedding, personal property, and other necessary personal needs.

We may, at any time, withdraw our child from Ranch For Kids Project, Inc.; however, we understand that the Ranch For Kids Project, Inc. does not pro-rate tuition charges except for the month of enrollment. If our child is expelled or withdrawn from the program before the end of a month, RFK does not refund or pro-rate tuition. We further understand that we will be financially obligated and liable for monthly tuition, beginning on the day of enrollment and continuing each month until our child leaves the program. A full month's tuition is charged regardless of the number of days in attendance each month. Full tuition is due on the first day of each month, even those months with visits or breaks.

Around the 15th of each month, the Ranch For Kids Project, Inc. will e-mail to us a statement which reflects payments received and charges due for the following month. If payment is not received by the 15th of each month, the Ranch For Kids Project will impose a late fee of 1% of any unpaid balance. RFK also charges a \$30 returned- check fee for any check returned for insufficient funds. We understand that we may request statements sent by standard mail.

We realize, understand, and agree that the Ranch For Kids Project, Inc. gives no refunds other than the retainer fee once the account is paid in full. All monies paid to the Ranch For Kids Project, whether for tuition, yearly clothing and school allowances, registration and application fees, donations, etc. are non-refundable.

We have read the above Financial Contract and fully agree to its terms and conditions. We furthermore agree to be faithful to the financial commitment and will make timely tuition payments. Ranch For Kids Project, Inc., by the signature of its officer below, accepts this agreement.

Tuition Payment Contract

In consideration for accepting my/our child into its respite care program, I/we by our signature(s) below, agree to pay Ranch For Kids Project, Inc., the tuition charges as described in "Parental Expenses and Charges."

Furthermore we understand the following:

1. No interest shall be charged unless a payment is received by the Ranch For Kids Project, Inc. more than 10 days late, in which event interest shall be paid thereafter at the rate of 1% per month on the unpaid balance. It is the responsibility of the family (not the U. S. Postal Service or some other delivery service) to make timely payments to avoid triggering this interest provision. The family agrees to send payments so that they will arrive by the due date rather than later during the 10-day grace period.
2. The Ranch For Kids Project, Inc. may, at its option, extend the time for payment or waive its rights to apply default provisions. However, no such extension or waiver(s) shall release the family from any liability hereunder or be an agreement to waive or extend time for future obligations.
3. If this agreement is signed by two or more, it shall be binding upon them jointly and severally.
4. In the event of default and The Ranch for Kids Project, Inc., incurs collection expenses in obtaining amounts due under this agreement, the family shall pay all costs including court costs and reasonable attorney fees (not less than \$250 plus 15% of all amounts owed).
5. In the event of a dispute between us and the Ranch for Kids Project, Inc., we understand that we will then be obligated and liable for the full tuition charges for the time our child was enrolled at the Ranch for Kids Project, Inc..
6. This agreement is made in Lincoln County, Montana. The parties agree that the jurisdiction of any disputes under this agreement shall remain in the courts of Lincoln County, Montana, and the family hereby waives its right to contest the jurisdiction of Lincoln County, Montana. The family agrees it can be served any necessary documents by certified mail. It is the family's responsibility to notify the Ranch for Kids Project, Inc., in writing, of any changes of address.

The Ranch for Kids Project, Inc., by the signature of its officer below, agrees to the monthly payment arrangements described above and accepts the terms of this agreement

Parent's Signature

Date

Parent's Signature

Date

Ranch for Kids Project, Inc. Representative's Signature

Date

2.1.9 Quality Assurance Self Evaluation, Program Improvement

The Administrative staff for Ranch For Kids regularly audits its files and charts for program participants. A check list is included in each chart as to required contents which assist us in self-evaluation.

Each chart is audited at the time of admission and discharge from our program. The Executive Director and Program Manager regularly attend seminars and conventions to keep abreast of the latest information in the field of behavior management, child welfare and therapeutic techniques. This information is disseminated at our regular training sessions and staff meetings.

2.2 Insurance

The Ranch For Kids carries full liability, fire, theft, disaster and auto insurance on all of its holdings.

Workman's Compensation is provided for all employees

Copies of all policies are kept in the facility office.

A copy of our liability insurance is available upon request. The program leases the property from The Town of Rexford. The insurance policy is held in the name of Ranch for Kids Project, Inc.

2.3 Accounting Practices

The Ranch For Kids follows acceptable accounting practices and has retained a Certified Public Account who performs accounting services and files our Federal and State income tax returns.

2.4 The Ranch For Kids Will Adhere To The Following:

2.4.1 Truthfulness

Represent facts truthfully to program participants and third-party payers

2.4.2 Fee disclosure

Disclose fully all costs and fees for service

2.4.3 Marketing strategy

Not use a name or marketing strategy that misleads the public or makes guarantees of outcome to consumers.

2.4.4 Ownership and Financial Relationships

Disclose fully all ownership and financial relationships between associated programs, services and professionals where there is a potential for a conflict of interest.

2.4.5 Application Process: Disclosure of past sanctions, licensure revocation, criminal conviction

Disclose fully to the board in the application process any past sanctions, licensure/accreditation revocation, and criminal conviction against any program, program owner, board of directors or executive officer.

PERSONNEL POLICIES

The Ranch for Kids Project, Inc. Inc. has written personnel policies which cover:

- Job qualifications
- Job descriptions
- Supervisory structure
- Salary schedules
- Fringe benefits
- Insurance
- Hours of work
- Performance evaluations

PERSONNEL POLICIES AND PROCEDURES

Personnel Policy Manual:

The Personnel Policy Manual for Ranch For Kids is under separate cover. A copy of the manual is kept in the office. All new employees are required to read and familiarize themselves with its contents.

A statement of understanding is then signed and placed in each personnel file. Employees are covered by unemployment compensation and this organization has an account open with the State of Montana.

All State and Federal laws concerning employee practices are adhered to by this organization.

3.0 The Ranch For Kids will accurately and factually represent the competence, Education, training, certification and experience of its employees.

3.1. Hiring Practices

Applicants are required to complete an Application for Employment. The application includes the following:

3.1.1.1 Previous place(s) of employment

3.1.1.2 Signature, verifying that all information is correct and factual

3.1.2 Upon extending an offer for employment, the program will obtain:

3.1.2.1 A criminal background check and child abuse registry

3.1.2.2 Fingerprinting of all employees starting in 2008

3.1.2.3 A minimum of two references (written or verbal)

3.1.2.4 Proof of credentials for licensed professionals

3.1.2.5 A medical examination or statement signed by the employee assuring fitness to execute the physical and mental requirements delineated in the job description.

3.1.2.6 If the employee is required to drive a company vehicle, or transport program participants in his/her own car, he/she must submit a copy of their valid driver license.

3.2 On-going employee practices

3.2.1 Each employee has a written job description. The Job Description includes the following.

3.2.1.1 Job Title

3.2.1.2 Duties and Responsibilities

3.2.1.3 Minimum level of education, training And work experience required for the position.

3.2.1.4 Physical demands of the position

3.2.1.5 Lines of authority (delineation of supervisory responsibility)

3.2.2 The Ranch For Kids has written Policies and Procedures that include:

3.2.2.1.1 Orientation is philosophy, objectives and service

3.2.2.2 Continuing staff training and development

3.2.2.3 Performance appraisals

3.2.2.4 Methods for filing and addressing employee grievances

3.2.2.5 Disciplinary actions, termination, and discharge practice

3.2.2.6 Sexual and other forms of harassment or misconduct

3.2.2.7 Abuse reporting laws

3.2.2.8 Vacations, holidays, illness, extended leave, military leave and jury duty.

3.2.2.9 Volunteers, interns, and contract personnel if applicable

3.2.2.10 Confidentiality and information disclosure within the limits recognized by appropriate professional standards, including state and federal regulation.

3.2.2.11 Transporting program participants and their parents/guardians.

3.2.2.12 Prevention and investigation of allegations levied by program participants regarding employee misconduct

3.2.2.13 The program will describe employee benefits

3.2.2.14 Criminal background checks for all volunteers and contract employees who have unsupervised direct contact with the program participants and a driving history for those

who will transport participants.

3.3 Personnel File

3.3.1. Each employee has a file which includes the following:

3.3.1.1. Application and/or resume

3.3.1.2. Background check, and driving history if applicable.

3.3.1.3. Proof of credentials, including education, licensure, certification, etc. as applicable.

3.3.1.4. Medical examination or signed statement of health that employee can perform the duties of employment.

3.3.1.5. Signed job description

3.3.1.6. Job orientation and staff development, continuing education hours

3.3.1.7. Performance evaluation

3.3.1.8. Emergency contact information

3.3.1.9. documentation of disciplinary actions, termination or discharge.

3.3.1.10. Signed confidentiality agreement regarding the exchange of information concerning program participants, their families and fellow workers.

3.3.1.11. Copy of driver's license

3.3.1.12. Documentation of employee status e.g. hourly, salary, part-time, full time, exempt, non-exempt, etc.

3.3.2.1 Emergency procedures

3.3.2.2 Medical protocols, emergency, CPR, First Aid training and suicide prevention.

3.3.2.3 Behavior management which includes de-escalation of crisis situations and passive physical restraint techniques to ensure the protection and safety of the program participant.

RULES OF CONDUCT:

Employees are expected to follow the standards and philosophy of the program. They will be honest in their dealings with their employer and program participants. Contact with program participants outside of the working environment is prohibited and contact with program participants or their families after they leave the program is prohibited. We ask each employee to sign a statement concerning internet contact, social networking sites and our expectations of employees in regard to this type of contact.

If disciplinary action is taken it will follow the following protocol:

1. Verbal warning
2. Written warning
3. Written warning time two
4. Review before the administrators, direct supervisors and/or board of directors.
5. Dismissal

PERSONNEL FILES

POLICY: Ranch for Kids Project, Inc. will maintain personnel files on each employee

PROCEDURE:

Personnel files will include:

Ranch for Kids Project, Inc will maintain current, individual file for each of the agency's full time and part-time personnel which will include:

1. Application for Employment
2. W-4 unless contracted employee
3. A4
4. I-9 and documentation
5. Two to three letters of reference as required by the State of Montana
6. References of last employment checked, if applicable
7. Physical Exam form CFS-033 completed
8. Criminal and child abuse clearances completed and clearance received
9. Employee Fact Sheet
10. Annual Evaluation
11. Resume
12. Copy of Liability Insurance (if applicable)
13. Documentation of Qualification for job
14. Continuing Education and Job Training
15. Signed agreement to adhere to Confidentiality Statute
16. A copy of the Policy Procedure Manual for Global Adoption Services, Inc. will be kept in the agency office. All new employees are required to read and familiarize themselves with its contents A statement of understanding is then signed and placed in each personnel file.
17. Staff Orientation form, signed by the staff member
18. Child abuse reporting form

Other Items that may be included in the Personnel File:

1. Documentation of any disciplinary action.
2. Documentation of emergency training, CPR and or First Aid, if applicable
3. Continuing Education documentation.
4. A copy of job description with stated qualifications with a dated signature of the individual indicating that he or she understands its contents and is in agreement that he or she meets stated qualifications and can adequately perform duties described therein.

Employee Training Log

PERSONNEL POLICY MANUAL STATEMENT OF UNDERSTANDING:

I, _____, have read the Personnel and Policy Manual of "The Ranch For Kids Project, Inc."

I understand its contents and will abide by the regulations set forth. Signature _____ Date _____

GENERAL PERSONNEL QUALIFICATIONS

THE RANCH FOR KIDS PROJECT, INC.'S PERSONNEL QUALIFICATIONS COVER THE FOLLOWING:

- Be at least 18 years of age:
- Be of good character:
- Be emotionally mature and stable: Like and understand children:
- Be in good mental and physical health:
- Understand the purpose of the agency and be willing to carry out its policies and programs:

I have experience in working with children:

4.0 Admission Policy

and Non Admission and Discharge Criteria 2.1.5 continued
Admission, non-admission, and discharge criteria.

Admission to our program is granted after a phone interview, written application and determination by the Executive Director or Program Manager as to the appropriateness of the proposed placement.

4.3.1 All applicants must complete our application package.

The forms included are a detailed application and emergency contact information.

Child care authorization forms

Medical authorization forms

Liability statement

Financial contract with detailed costs, refunds and payment schedule

Detailed description of the program, how we handle behavior management issues, emergencies, disasters, runaways, injuries, complaints, contact with family and the child's contact with his family. A complete list of managerial staff with their phone numbers. A listing of outside medical/psychological staff is included.

4.3.2 Copies of the following documents:

Birth certificate

Adoption records

Medical, psychological/psychiatric records, Immunization records

Passport, citizenship certificate and or green card

School records including any psychological evaluation, testing or IEPs

Court records

Parental behavior assessment records.

4.3.6 Photograph

Most of these forms are available to clients as a PDF email attachment.

We encourage parents of proposed program participants to come for a visit to discuss the appropriateness of the placement and to view the facility.

A written narrative is requested from all parents about their adoption experience and what their long term plans and goals for their child will be. An exit plan for each program participant is required.

Program participants who would NOT be candidates for our program:

Suicidal

Drug addicted or detoxing

Alcoholics

Convicted felons

Children who have killed, committed arson or those proven to be extremely violent.

Eating disorders
Severe depression
Aspergers or any autism spectrum disorder
Pregnant

Discharge Criteria: Program participants are discharged from our program under a variety of conditions:

- 1) Demonstrate progress in family relationship skills and a willingness to work productively within the family unit, school environment and community.
- 2) Child is moving to a new adoptive placement
- 3) Child is going on to college, trade school, Montana Youth Challenge Academy or other structure employment such as the Military.
- 4) Parents wish to place the child in another facility
- 5) Child has become too high risk to remain at our facility
 - a) habitual runaway
 - b) violent, a danger to himself or others
 - c) sexually acting out

HOW WE COMMUNICATE WITH A CHILD'S FAMILY HOW THE CHILD COMMUNICATES WITH FAMILY

GENERAL PHONE CALLS, MAIL AND COMMUNICATION

COMMUNICATION (LETTERS, TELEPHONE CALLS)

We prefer that all communications with your child come through parents. In other words, letters from relatives, friends, or others should be sent through your address and phone calls will only be received by people who have authorization. Please understand that all communication via the mail or telephone will be monitored and is subject to level privileges. We have a telephone code which you must give to the person answering the phone before you will be able to speak with your child. Please contact us to receive the code. This procedure is designed to insure your privacy and to prevent your child from speaking with unauthorized persons. Please limit your calls to 15 minutes, once per week. We encourage parents to write one letter per week. We recommend limited or no communication during the first month of your child's stay with us. We plan to discuss this recommendation with you in more detail, as necessary.

It is important that parents and staff are on the same page during this adjustment period; so please ask for clarification in order that we may discuss this policy as needed. Our most successful program participants are the ones whose parents have the best communication with staff but are not overly solicitous of their child. Fully expect that we, as staff, will be in

communication with parents and will let your child know that we are in communication with you.

We ask parents to write their child a letter explaining in detail why he/she is at the RFK, specifically mentioning incidents that were hurtful or disruptive to the family. We further request parents to ask the child to write them a letter explaining his/her actions and what things he/she might do differently after the future return home. We use these letters as counseling tools and encourage the children to get in touch with their feelings and to practice writing down the things that are important in family life. We have found these letters to be very therapeutic. All other letters and correspondence from and to children will be done through the parent or guardian. No other communication will be allowed with relatives or friends unless agreed upon by parents and staff ahead of time and a specific time set up for the communication. Phone calls with persons other than parents or guardians may be monitored by Staff.

Comments:

Please provide any specific comments regarding any of your concerns regarding communication issues.

EMERGENCY PHONE NUMBERS

Ranch For Kids Lodge at Rexford:

144 Gateway Road

Rexford, MT 59930

PHONE: 406 297-7592

FIRE, POLICE, EMRGENCY: 911

Poison-Control: 1-800-222-1212

Prompt Care Medical Clinic: 297-3145

North Country Medical: 297-2438

Sheriff: 297-2121

Child Protective Services: 1-866-820-5437

Kalispell Regional Hospital: 1-406-752-5111

North Valley Hospital, Whitefish: 1-888-815-5528

Edward Trontel PhD: 1-406-752-5784

Eric Daniels DDS: 297-2461

STAFF:

William J. "Bill" Sutley: Executive Director: 889-3103 Cell: 406 250-0464

Elena Sutley: 406 270-1584

Mike and Katherine Volsky: Houseparents: 406 270-4525 Land Line: 406 889-5690

Patty Kincheloe: School Supervisor: 406 249-7076

Jeremy Evjene: Youth Pastor, Teacher's Aide, Direct Care Staff: 209 814-4807

Sheetal Evjene: Director's Assistant: 406 291-2378

Documentation of Services

Parents and Guardians receive written and verbal progress reports and summaries of their child's progress in the program. These may include but are not limited to:

Treatment plan Academic plan Discharge summary Transcripts

The Ranch For Kids conducts on-going assessment to determine appropriateness of continued placement. These assessments whether verbal or written are communicated with the child's family.

Upon discharge from our program, we will make referrals and recommendations to the family for continuing care and or education within our scope of practice and expertise.

Discipline

Punishment

BEHAVIOR MANAGEMENT

Consequences: Loss of level status and the privilege that the higher level entails. This might include work projects while higher level program participants are enjoying recreation or off site trip.

Extra time with staff. What we call "quiet time". This could include extra academic requirements particularly if the program participant is falling behind in his school work.

Group consequences as a rule are not employed.

Primarily, program participants learn the lessons of cause and effect, the natural consequences for their actions, and a solid work ethic. Therefore, all activities, schooling, and counseling are geared to teach these experiential lessons.

Incentives: Extra privileges, ability to work and earn money, trips, sporting, athletic and recreational events etc.

The Ranch For Kids makes every effort to avoid physical confrontations with a child. There are some times, however, that it cannot be avoided.

When faced with the necessity of applying interventions, The Ranch For Kids staff will protect as much as possible, the dignity and privacy of the program participant.

Discipline and Punishment consists of loss of level status and the privileges that go with a higher level such as loss of TV/ movie viewing, computer time, sports events, trips, extracurricular activities, time in with adults only and loss of free time with peers etc.

The work at Ranch for Kids is real and the challenges it presents are real. Successful accomplishment gives program participants opportunities to gain a sense of worth, confidence, and self-esteem.

The Use of Physical Restraint or Seclusion

A copy of the behavior management policy is given to participants and their families at the time of admission.

Restraint and Seclusion:

There are only three times that we will physically restrain a child.

1. If they are a danger to themselves

2. If they are a danger to staff or others.

4.If they are running away

3. They are attempting to or destroying property.

Our Program Director and nearly all staff are MANDT certified.

Every effort is made to use crisis intervention techniques which will de-escalate the situation. Restraint is only used as a last resort.

Many of our children "size us up" to see if we are powerful and strong adults who can protect them. Because of their backgrounds of abuse and neglect they are careful to scrutinize their caregivers. The philosophy is "if you are not powerful enough to control me then you are not powerful enough to protect me."

We believe that "power perceived is power achieved."

The children must see us as capable, strong, competent adults that can manage not only our own lives but also the behaviors that the program participant may demonstrate.

If there is an incident where the use of physical restraint is required, all staff are required to fill an incident report within 12 hours of the incident and parents are notified of the event.

Seclusion is a powerful tool which, when used properly, can protect a child from harming him/herself, others or property. We believe seclusion or "quiet time", gives the child space and quiet to rethink and reflect upon the issues that has brought him to act out in destructive and harmful ways. We do not use any type of seclusion room. Children are in the company of adults and seated apart from the group. No communication is allowed with the group during this time period.

Seclusion or "quiet time" is only used for a maximum of 1-3 days while we intensively council with the child. The necessities of everyday life, food, water, warmth etc. are never denied or used as a punishment with a child. Since we do not use a seclusion room, if we find a program participant needs that type of intervention, they are referred to a facility which can accommodate that need. Likewise, corporal punishment is an ineffective tool with traumatized children and is not used.

Time out procedures are used with 1 minute for every year of age unless more time would be effective. This is mainly used in the classroom.

Discipline that is NEVER used:

1. Denial of adequate diet or using withdrawal of food as a punishment.
2. Corporal punishment.
3. Consequences administered by another program participant.
4. Unsupervised restraint, seclusion, therapeutic holding, or passive holding as a regular component of behavior support, except in emergencies as defined in policy.

Restraint: Restraint is only used, as a safety response, if a program participant is a danger to himself or others. De-escalation techniques are employed first, and these are most often relational techniques. If restraint becomes necessary, it is done in the least intrusive manner possible which protects not only the program participant, but staff and others.

Program participants are always held in a standing up position. A therapeutic hold is the best method to restrain a child. The child is always held in vertical position and their breathing and distress level closely monitored. An adult always attempts to summon

assistance from other adults. MANDT System, Inc. procedures are always used. The child is examined by our staff either during or shortly after the incident. An incident report is always filed and parents are notified.

Discipline must be consistent, purposeful, fair and proper, depending on the individual needs of a child. No disciplinary measures will be physically or emotionally damaging to any child. There will be no harsh, cruel, or unnecessary punishment. There will be no "hazing". Furthermore, no punishment will befall in any action or word that might be detrimental to the child's spirit, or be demeaning to his or her character in regards to academics, family background, past mistakes or other social, physical or emotional limitations. Every effort will be made to respect the dignity and privacy of program participants. All program participants will be treated fairly and equitably. Discipline shall be based on a careful assessment of the circumstances of each case. Factors to consider will include the seriousness of the offense, the child's age, the frequency of the misconduct.

Staff are trained and competent in the use of behavior support policy and procedures.

Participants Rights and Responsibilities

Program participants will receive care and services as outlined in our program description and mission statement.

The Ranch For Kids strives to provide a safe environment with emphasis placed on modeling respect to human dignity. Program Participants shall be free from discrimination.

The Ranch For Kids respects the privacy of information and records of each individual and family served.

Parents may visit their children at any time. A phone call in advance is appreciated. Parents are allowed to call or write to their children at any time (see our policy on communication). Each parent, at the time of admission gives The Ranch For Kids a list of approved persons that their child may have communication with. We respect each family's right to limit correspondence with peers, friends or family that the parent may deem to be, not in the child's best interest.

All program participants will have access to religious services and practices of their choosing. No program participant will be forced to attend any religious service.

In order to maintain a contraband free environment, the staff of The Ranch For Kids will periodically search the premises including personal space and items. No routine drug testing is performed at The Ranch For Kids but our staff maintains the right to escort any program participant to a medical facility where proper testing procedures may take place.

Any program participant may file a grievance guaranteeing freedom from retaliation for making a complaint. All grievances will be taken up at our regular staff meetings with the Executive Director present and will include input from the program participant's family. Because many of our program participants have Reactive Attachment Disorder and false allegations of abuse are common with this disorder, consultation with a psychologist may be part of our grievance procedures.

All program participants will be given an adequate diet for age and activity level.

The privacy of each program participant will be protected. Files are kept secure and information is only released to authorized recipients which may include school or medical facilities or at the written request of the program participant's parents. All staff members have a signed confidentiality statement in their personnel files.

All program participants will have the ability to report allegations of abuse to the proper authorities. Telephone numbers are posted by the telephone and many of our staff are mandatory reporters.

RESPONSIBILITIES OF PROGRAM PARTICIPANTS

All program participants have the responsibility to follow the rules and procedures at The Ranch For Kids. It is their responsibility to understand that their actions will determine the consequences of their daily life. By cooperating with their direct care staff, teachers, support staff and counselors they will work toward a healthy productive life. Each of us is responsible for our actions and attitudes.

Health Care Access

The Ranch For kids has a written policy on health care that is addressed as follows:

All program participants have access to appropriate medical care.

Non-emergency situations are handled on site with our staff or any of our medically trained staff. Consultation with a physician located at one of the two medical clinics in Eureka is the first step in addressing any health care needs.

Two hospitals and numerous physicians are located in the Flathead Valley and a referral service is available for any medical needs not handled locally.

All program participants have access to first aid and CPR. The majority of our full time staff is also trained.

Medication Management

The Ranch For Kids staff will dispense medication under the direction of a licensed physician.

Staff and direct care staff will manage the medication of our program participants.

All medications are stored in a locked cabinet. Each program participant will have his/her daily medications given per doctor's orders. A medication sheet is located at the medicine cabinet and when medications are given, they are signed out and initialed with date and time with the program participant's name. Any out of date or unused medications will be destroyed by flushing them or returning them to the pharmacy.

Program participants will never keep medications on their person or in their room except under the direct instruction of a physician for emergency purposes.

Keys to the locked medicine cabinet will be kept by the staff person, direct care staff and an emergency set will be in the first aid station and also with the Executive Director.

An emergency medical kit is kept at the office which is located in the facility office. First Aid kits are further located in all the classrooms and in the kitchen, as well as vehicles. Routine matters will be handled at the discretion of the teaching staff and direct care staff.

Children who come with medications will take them as prescribed by their attending physician. At such time as the medication needs to be evaluated, refilled, discontinued or adjusted, the child will see a local physician for any refills or changes in medications. This usually happens within three months. Our staff will discuss the child's medication needs with the prescribing physician for long term plans and management.

We have a local psychiatrist who see's our children for medication management.

There are only two ways we handle medication:

1. The child's medication is mailed to us by their parent's with the prescription being filed in their home state by their personal physician.
2. The child's medication is prescribed and directed by a psychiatrist here in Montana.

Routine and Emergency Medical and Psychological Care

All program participants will have had a complete medical and psychological examination before entering our program. If a program participant has not had a medical or psychological examination then one will be scheduled as quickly as possible after arrival.

All program participants will see a physician for routine and emergency care as the need arises. If a program participant's behavior fails to premeditate after a reasonable time in the program then a psychologist will be consulted for further treatment options.

Weekly progress notes are taken on each program participant and those are maintained in the program participant's file and sent on regular basis to their parents or guardians.

All program participant's have access to emergency and routine medical care. If a program participant is ill or has a medical concern they will be evaluated by one of our staff nurses and then if necessary referral and or consultation with a physician will be obtained.

If an emergency situation arises, our staff nurse will be notified and, if warranted, in conjunction with a 911 call for immediate emergency attention.

Emergency medical care is available in Eureka and hospitals are located in Whitefish and Kalispell. Ambulance service is available 24 hours per day in Eureka for any needed transport.

The staff at Ranch For Kids are CPR and First Aid trained.

Poison Control, Emergency Medical, Fire and Police numbers are posted by each telephone at The Ranch For Kids.

EMERGENCY PROCEDURES

A disaster and fire escape plan is posted in each bedroom and throughout the facility. Notification is as follows in the following order:

All Emergency Phone numbers are posted by facility telephone.

Fire Drills are conducted quarterly and written documentation is available in the facility office.

FIRE OR DISASTER:

Fire Department and police

Executive Director/ Program Manager

Staff as needed

Parents

MEDICAL EMERGENCY:

A physician, hospital or clinic

Staff Nurse (if not life threatening, nurse first)

Executive Director/ Program Manager

Parents

RUNAWAY

Executive Director/ Program Manager

Runaways will be reported within 24 hours. It has been our experience that many program participants who attempt to runaway realize the futility of this action and return voluntarily within a few hours, so we try to use reason and judgment as to how serious this situation is. Consideration will be given to the mental and emotional status of the child, the weather and time of year and the circumstances preceding the runaway event.

An official runaway report is filed with the police.
Parents are notified

SUCIDE, ATTEMPTED SUICIDE OR DEATH

Police
Physician
Staff Nurse
Executive Director/ Program Manager
Parents

SEXUAL CONTACT BETWEEN PROGRAM PARTICIPANTS OR AN ADULT

Executive Director/ Program Manager
Staff Nurse
Parents
Police or Child Protective Services as warranted.

THEFT

Executive Director/ Program Manager
Staff as needed
Parents
Police as is warranted

SUBSTANCE ABUSE

Executive Director/ Program Manager
Staff Nurse
Parents
Police as is warranted

SERIOUS DESTRUCTION OF PROPERTY

Executive Director/ Program Manager
Parents
Police as is warranted
Safety

Fire and Disaster Plan: Is under separate cover

Responsibility of Staff: All staff are given an orientation program and mentored in their new job. Safety is our first priority.

Description of available emergency services, escape routes, relocations plans and other contingency plans. The above is documented elsewhere in this manual.

Documentation of Fire Drills both at the facility. Under separate cover.

Staff Training and access to emergency medical care. Documented in this manual and under separate cover.

Risk management, training and implementation of emergency procedures: Under separate cover and addressed in this manual.

Infectious disease control policy: Addressed in this manual.

Transportation of participants and risk management: Program participants are transported by private automobile. No commercial vehicles are used in the transportation of program participants. The program and staff own several vans and SUVs which are suitable for this task.

Staffing pattern: There is a written plan for each week's staffing patterns. Access to routine medical care: Addressed elsewhere in this manual.

Safety

The Safety plan for The Ranch For Kids as is follows:

A fire evacuation plan is posted in each bedroom and throughout the facility where program participants reside. An evacuation plan and drills are further conducted at least quarterly.

The first responsibility for on-site employees is the safety of program participants and staff. A 911 call is made to the fire station, police or responsible authorities and to the Executive Director/ Program Manager who will then telephone the program director. The program will notify any off duty staff to assist with the fire or disaster as needed. The Executive Director/ Program Manager will act as coordinator and director during the emergency.

Lincoln County Montana has a 911 emergency number which is used to summon help for a fire, natural disaster, police or ambulance. In the event that an evacuation would be necessary our staff would follow the directions of the emergency management team that was directing the evacuation.

Documentation of any emergency fire drills is kept in the office. Drills are conducted quarterly and documented.

The Staff at Ranch For Kids have been trained as to emergency procedures and protocol at our in-service meetings. Documentation of that training is in the program training manual. The safety committee is headed by the Executive Director and he is responsible for risk management as well as training and implementation of emergency procedures.

Equipment and maintenance is under the direct supervision of the Executive Director and he keeps the necessary logs and documentation.

The infectious disease control policy is: Following this section.

Transporting program participants to offsite events presents some risks.

Vehicles are properly maintained, insured and have adequate tires. All participants are required to wear safety belts and sit in assigned seats. A first aid kit and emergency numbers are in each vehicle.

The Ranch For Kids has a policy that adequate staffing patterns will be maintained.

Depending on the activity there will be one staff for every 5 participants. In some cases that ratio will be one staff member for every two participants. This will be determined by site, activity, weather and need.

Infection Control: Individuals will be isolated, evaluated by our staff and if appropriate or needed, physician consultation.

Isolation means, room alone, separate eating and drinking utensils, monitoring condition and vital signs as needed. Good hand washing techniques and laundry and bedding kept separate.

To ensure that our population of program participants stay healthy we require a complete physical and dental examination prior to admission and a copy of each participants immunization records which are kept on file. All immunizations must be current.

Any child testing positive for Tuberculosis (TB) will be discharged from this facility into the care of their parents.

Physical Facility

Our facility is located in Rexford where a commercial building is leased from the Town of Rexford by the Ranch for Kids Project, Inc. The RFK main office is located at the Rexford Lodge facility.

Ranch for Kids Project, Inc. is a family owned and managed entity.

SUICIDE SCREENING

All potential new program participants will be screened for suicide history/ideation. The first step will be a thorough medical/psychological history and obtaining copies of pertinent evaluations. The second step is an interview with the parents or primary care givers, screening for any past depression, suicide attempts or ideation. The third step is utilizing a suicide/depression screening tool to further evaluate the program participant.

Program participants who have attempted suicide are not good candidates for our program and would be screened out.

Any program participant who vocalizes or writes any thoughts about suicide will be on a suicide watch and transferred for a psychological evaluation.

Our program participants are closely monitored by adults at all time. Program participants do not sleep in rooms alone and even such activities such as showering, toileting etc. are monitored as to how long a program participant spends in the bathroom etc.

Our staff has had in-service training on the recognition of symptoms of potential suicide and steps that should be taken to prevent its occurrence and proper reporting procedures.

Criminal Background Checks and Fingerprinting-

The Ranch For Kids conducts criminal background and fingerprint checks on all employees. Previous to 2008, only criminal background checks were obtained. Starting in June 2008, all employees will have fingerprint checks completed.

The Ranch For Kids will conduct these fingerprint checks on all new employees and every five years on existing employees.

The Ranch For Kids will obtain a written statement from the individual employee stating whether the individual has been convicted of any crime. The Ranch For kids will obtain the individual's written authority to conduct the fingerprint check. If a potential employee has had a fingerprint check done in the previous six months and can provide documentation then additional fingerprinting will not be required.

The Ranch For Kids will ensure that the criminal history of each employee, independent contractor or anyone having direct access to program participants is investigated.

The Ranch For Kids will pay for the initial cost of the background check but may elect to collect half of those fees from the individual.

A copy of the background check/fingerprinting will be kept in each employees file. If an individual has a positive report on a disqualifying conviction, The Ranch For Kids will not hire the individual. Additionally, an employed individual will be terminated immediately if a positive report on a disqualifying conviction is discovered.

ADMINISTRATIVE ASSISTANT/SECRETARY/OFFICE MANAGER

POLICY: RFK, Inc. may have an administrative assistant/secretary/office manager

PROCEDURE: Qualifications:

1. Some college preferred.
2. Computer literate.
3. Good typing skills
4. Good phone skills and ability to interact well with people.
5. Knowledge of filing and office procedures.
6. Understanding of the program procedures

Job Description:

The Administrative Assistant/Secretary will assist the Executive Director in managing the files and paper work associated with the operation of the program.

He/She will be involved in the publication and sending of agency materials to prospective families and any other office related duties that might be required in the general management of a corporate office.

This individual will be under the director supervision of the Executive Director.

I, _____, understand this job description and qualifications required and state that I meet the qualifications and believe I can perform this job adequately.

Signature _____

Date _____



The Ranch For Kids Project, Inc.

PROGRAM PARTICIPANT HANDBOOK

Revised 01-14-2015

Welcome to The Ranch for Kids!

We are honored that you and your parents have chosen to become a part of our unique program.

This program attempts to educate and assist you by supplying a firm, consistent, loving Christian atmosphere twenty-four hours a day.

During your stay with us, all staff members—including the Director, direct care staff, teachers, support staff, and volunteers—work closely with you, individually and in groups, to provide a safe place where you can grow and develop your potential.

You will live with others from similar backgrounds of abandonment, loss, orphanage experience, traumatic abuse, neglect, and adoption. The staff works with you, teaching you how to live a wholesome life where relationships with others matter. You will then be better prepared to handle family life, school, and peer pressures.

You will live under a balanced philosophy and follow a daily routine based on this philosophy. The “Balanced Life Philosophy” is built on the idea that the whole person must grow in four areas: physical, mental, spiritual, and social; and so you’ll follow a scheduled program including school, work, recreation, and social activities.

The staff appreciates any encouragement your parents give you as you work through the program. Because you need to be focused in the right direction, we’ve prepared this Handbook to explain how the program is organized to accomplish our goals.

We hope your stay here will bring growth and future happiness. With all good wishes,

William J. Sutley

Program Director

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THE RANCH FOR KIDS PROGRAM PARTICIPANT HANDBOOK

I. The “Balanced Life Philosophy”

The “Balanced Life Philosophy” under which The Ranch For Kids Project works teaches that a person must grow in wholeness through four areas:

Physical: This area involves vigorous activities including, basketball, volleyball, soccer, tennis, baseball/softball, swimming, hiking, boating, and dodge ball. In addition, program participants fully participate in daily and weekly work projects at the facility.

Mental: We strongly encourage you to achieve your educational goals while at The Ranch For Kids. Our school program will provide you an academic challenge. You’ll also learn skills through work projects that expand your mental abilities.

Spiritual: Our program participants attend church services, youth groups, and discussions such as Bible study. In addition, we regularly meet for group discussions so that you have opportunities to explore important moral and ethical questions and get in touch with your own spirituality. Regular church services are scheduled.

Social: You’ll learn to relate to peers in positive ways while living in a healthy atmosphere, going to school, and participating in various work and social activities. You’ll also learn to relate to authority figures by interacting with teachers, direct care staff, counselors, and other support staff.

II. Realities and Expectations

In addition to the “Balanced Life Philosophy,” you need to understand certain realities of life and certain expectations your parents and society in general have. These realities and expectations also underlie the program at the Ranch For Kids.

Most parenting experts agree that children thrive when parents communicate well, provide appropriate discipline, and teach children to face reality and to live by “house rules,” which are general guidelines that reflect what parents expect from their children. Parents grant children freedoms and choices provided that the children follow the rules. If they do not follow them, negative consequences occur. Below are several realities that most experts and parents agree are reasonable.

A. Realities

1. Children are not adults, and they are not parents. Children have no authority at all over their parents. Although children may have some choices and some freedoms, those are only the choices and freedoms that their parents give them.
2. Children have a legal right to adequate food, shelter, safety, clothing, health care, and education. Parents are not required to give their children anything else. Certainly they are not required to be generous with material possessions.
3. People acquire necessities and desires through diligent work. These things do not just “fall out of the sky.” Especially you should understand that society will not give you what you want merely because you were at one time a poor, orphaned child.

B. Expectations

In addition to these realities, you should realize that parents have certain reasonable expectations concerning their children. It is important for you to understand and fulfill these expectations. Much of your work at the program will involve learning how to meet them.

1. Children should fulfill requests and respect decisions made by their parents. Although sometimes parents may explain the reasons for their requests and decisions, they have no obligation to explain or justify them to their children.
2. Children should share cooperatively in daily and weekly household chores assigned by their parents.
3. Children should follow established rules for the family, such as rules about appropriate language usage, common courtesies, and household management.
4. Children should follow parental guidelines regarding school attendance and homework.
5. Children should not hurt or threaten to hurt someone in order to get what they want. Nor should they yell, scream, or otherwise use emotional outbursts to pressure another person to give in to them.
6. Children should accept the consequences of breaking the house rules and not attempt to avoid them by pouting, crying, being rude, doing destructive actions, acting like a victim, or using other manipulative behaviors.
7. Children should consider their parents' efforts to provide the best for them and express their appreciation to their parents, both in words and actions.

For a more detailed discussion of children's responsibilities and the ways to meet them, please see "Good Advice from the Father of Several Russian Kids" and "Things To Work on at Ranch for Kids Project" in the Appendix to this Handbook.

III. Policies and Procedures

Living in a community creates specific challenges that demand everyone's attention and respect. All Ranch For Kids policies or rules exist for a purpose, often for your safety and comfort and to facilitate your growth. For this reason it is important to know and follow the policies at all times. If every resident follows the policies, we can live together in safety and harmony.

A. Housing Policies and Procedures

When people live together, it is natural for some disagreements or conflicts to arise. If you're aware of the potential challenges, you will be better prepared to deal with them. We've designed the housing policies and procedures to minimize the conflicts and ensure that you live comfortably with other residents.

You are responsible for maintaining your room. Each morning you should make your bed, put your room in order, and complete your cleaning chores before going to breakfast. Keep your dirty clothing in a container, and do your laundry weekly at your assigned time.

For health reasons, no food, drinks, or dishes are allowed in your bedroom. Residents are not allowed to keep cell phones, digital cameras, laptops/notebooks or video games/Gameboys. Only those on Level 2 may have CD players and I-pods, as long as I-pods don't have games or internet connectivity. It's wise to leave expensive electronic equipment and other valuable possessions at home.

Take personal responsibility for maintaining and protecting the common areas and keeping them clean and tidy. Do not waste water or electricity, and do not put paper towels, facial tissues, or other foreign objects in the toilets. The septic/sewer system will degrade only human waste and toilet paper.

Consider your housemates' needs and be considerate of them: avoid loud talk and making loud noises when others need to sleep or rest.

If you use common sense and treat others as you'd like to be treated, the housing arrangements can be very pleasant/congenial.

B. School Policies and Procedures

The Ranch for Kids School admits program participants of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to program participants at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs. The Ranch For Kids uses the curriculum provided by The Ranch For Kids instructors. You will attend our school and attend regularly scheduled classes and educational activities. We employ a full-time certified and licensed school administrator who has qualifications in special education, learning disabilities, and teaching English as a second language. Other instructors teach subjects in their specialties.

If your native language is Russian (or another), you'll have opportunities to master English. You can rely on our bilingual staff for assistance.

Because we believe that mastery of subject matter is more important than a grade level, we won't assign you to a specific grade level. Instead you'll progress through the different subjects at a pace appropriate for you. You will be placed in a particular classroom based upon your age, academic proficiency, and ability to work in a classroom environment (behavior).

If you're over the age of sixteen and plan to attend Montana Youth Challenge Academy or a similar program, you will prepare to take the test of GED High Test (General Educational Development). Otherwise you'll work toward earning a high school diploma. We also offer preparation for the ASVAB if your intentions are to enter the armed forces.

You will attend school from 9:00 a.m. until 4:00 p.m., or as scheduled, Monday through Thursday with a lunch break between 12:30 and 1:30. School terms run from approximately September 1 through May 31, except for weekends and holidays. We also designate times for homework and special classes.

Despite the individualized instruction of our program, we expect you to behave as you would in any serious educational setting. You should come to school ready to learn, remain in your desk, pay close attention to your teachers, study quietly, and stay on task. We speak of the "other three R's" of education: we ask you to be Respectful, Responsible, and Ready to Learn. School policies do not permit food, drinks, or gum in the classrooms.

Your teachers will inform you of other specific policies and regulations concerning the school.

C. Work Policies and Procedures

Because work is essential to support yourself and a good work ethic is necessary for success in life, daily work projects are an integral part of the training at The Ranch For Kids. We also believe that idle hands and minds can lead to mischief, and so our aim is to keep you involved in structured, meaningful activities.

Work provides opportunities for learning, a strong healthy body, oxygen for a healthy brain, and the values necessary for a productive adult life. In addition, the sense of accomplishment and satisfaction in a job well done gives you positive self-esteem.

You'll participate in all aspects of daily life, facility maintenance, outdoor projects, gardening, and various other areas of operation. Like all of life's efforts, some of the work is interesting and fun; some is just a necessary part of life. Through the various tasks, you'll also learn teamwork and the importance of each person's contribution to a complex effort.

Because daily work involves outdoor activities that can pose safety risks, it is essential that you use common sense and follow exactly the guidelines laid down by your work project supervisors. Their guidelines are designed for your protection. Foolish, risky behavior, such as horseplay, can have very serious consequences. Therefore these actions are not allowed on the Facility.

D. Facilities Policies and Procedures

Our Rexford Lodge is a busy place. For your protection, you must treat all supplies, with care and respect. You are not allowed on any outdoor machines. Any equipment or supplies that you may need such as snow shovels, shovels, rakes etc. are provided for your use.

You are responsible for doing your part to keep the facilities in good condition and appearance. You must not draw, write, carve on, or otherwise damage walls, furniture, or other Ranch For Kids Project property. If you do such irresponsible actions, you will face disciplinary actions, including payment for the repair or replacement of the damaged objects. Paying the hourly wage for the repairer of damaged property can be very costly.

E. Dress and Grooming Policies

We expect you to dress in clean, neat, appropriate clothing. Revealing apparel such as extremely short shorts, low-cut pants or shirts, and clothing exposing a bare midriff are not appropriate. Your clothing should be kept in good repair, without holes or fraying. You must also wear appropriate footwear; for example, flip-flops, slippers, and sandals are not acceptable for school or work times as they might become safety hazards. To help with housekeeping, you should remove your shoes when entering the living areas.

Pajamas are appropriate only for sleeping. You should not change into pajamas until thirty minutes before bedtime.

You should keep your hair clean and well groomed. Extreme hair arrangements and coloring are not appropriate, and your hair should not cover your eyes. Before sports and work sessions, you should arrange long hair so that it does not become a danger or a distraction.

Needless to say, you should bathe regularly and follow good personal hygiene practices.

Program participants on Level 2 are allowed minimal jewelry. You may not wear any jewelry that requires piercing of the body. Boys may not wear earrings.

Girls on Level 2 may wear subtle make-up.

If you have further questions about dress and grooming, the direct care staff can help you understand what is appropriate and what is not.

F. Personal Behavior Policies

You are responsible for your behavior and its consequences. If you choose to behave in a positive way and follow the guidelines for harmonious community living, you'll earn rewards. If you choose to behave in a negative way and not follow the guidelines, you'll experience the unpleasant consequences of your actions, including the loss of privileges (see Section III about Discipline). No handbook can explain every aspect of acceptable and unacceptable behaviors. You must inform yourself of the guidelines and then use common sense to behave toward others as you would have them behave toward you. If you are uncertain about any kind of behavior, you can always ask a staff member for clarification.

Remember your attitudes, choices, and behaviors are all up to you!

G. Respect Policies

Every person at the Ranch For Kids Project is worthy of respect and consideration, and all residents are responsible for treating others with dignity.

The most important trait in maintaining this mutual respect is absolute honesty. For this reason, the residents and staff of The Ranch For Kids should not lie, cheat, or steal; nor should they tolerate those actions in others. Because dishonesty always destroys trust and eventually damages relationships, it has no place in the lives of mature people.

Likewise, The Ranch For Kids residents must respect each other's property and privacy. Never touch anyone else's property without permission. The Ranch For Kids policy forbids lending and borrowing of personal items, including money and clothing. To avoid disagreements and conflicts, it's wise for you to put your name on all your clothing and other possessions.

Similarly, do not use any Ranch For Kids Project property without permission.

Also, respect other people's physical space and privacy. Do not go into another person's bedroom. Please respect the Direct Care Manager's off duty time. Do not disturb them during these times except in case of a genuine emergency.

Likewise you should respect others' personal space. Hitting, poking, pinching, shoving, wrestling, horseplay, and other such physical activities are not appropriate. Because of the nature of this facility, romantic relationships between residents are not allowed. This policy means that you may not hold hands, pass notes, or become involved in any other kind of affectionate actions. You may not engage in any kind of sexual behavior, including masturbation. Such behavior will result in serious disciplinary measures, notification of your parents, and (depending on your age) possible criminal prosecution.

You may not share a bed or shower with another person. Nor should you be alone in a one-on-one encounter with anyone, including staff members.

Respecting others also means you should not use any offensive language such as cursing, foul words, sexual innuendo, or using God's name in vain.

H. Communication Policies and Procedures

Good communication is essential for good relationships. Communication with your family helps you to resolve issues and mend relationships. At the Ranch For Kids, we expect you to be open and honest in your communication at all times: we expect "the truth, the whole truth, and nothing but the truth."

If you have a concern or problem, please share it immediately with one of the staff members so that it can be

addressed.

Although communication with parents, relatives, and friends is also important, we must follow some guidelines in order that your time here will be helpful and productive. We ask your parents to refrain from calling or writing you during the important adjustment period after your arrival, usually about one month.

We have a designated phone line, (406)-297-7592. This is the number your parents can use to call you. For boys the phone call days are Tuesdays and Thursdays and for girls phone call days are Wednesdays and Fridays. The best time to reach you is late afternoon/ evening. **To allow fair use of telephones, please limit your calls to 15 minutes, once per week.**

You may make outgoing calls only with the permission and supervision of the staff. You may make such calls only to individuals approved by your parents.

Your parents may write to you at the Ranch For Kids post office box:

P. O. Box 116
Rexford, MT 59930

If they send you packages or Federal Express documents, they should send them to the following physical address:

144 Gateway Ave.
Rexford, MT 59917

We ask your parents to refrain from sending you numerous packages, except for birthdays and holidays. Some residents never get gifts, phone calls, or letters from their families. Others need to be sensitive to their situations.

In the interest of open and honest communication, we have your parents' permission to monitor your mail and phone calls. We have found that such openness helps coordinate the efforts of parents and staff.

I. Banned Substances Policies and Procedures

Ranch For Kids policy forbids the use of alcohol, all forms of tobacco, and all illegal substances. This prohibition is absolute and applies to use both on and off the Facility. To insure compliance with this ban, the staff will inspect all of your in-coming and out-going luggage.

J. Miscellaneous Policies and Procedures

No handbook can cover every aspect of life at The Ranch For Kids. For this reason, you'll learn many details about expectations from your instructors and supervisors. Also, watch for posted signs and notices to give you additional information or guidelines for life at the Ranch for Kids. Remember that the purpose of the regulations is to help you develop and practice responsible behaviors so that you become successful adults who can live and work comfortably in society. Our goal is assist you as you become the healthy, productive, happy person God created you to be.

IV. Discipline

Discipline is not just a “nice” word for *punishment*. Its root meaning is “to teach.” At The Ranch For Kids, we believe that discipline must be a teaching tool that is consistent, purposeful, fair, and appropriate, depending on your individual needs. We use no disciplinary measures that are physically or emotionally damaging or demeaning to any person, nor do we use harsh, cruel, or unnecessary punishment. Discipline is based on a careful assessment of the circumstances of each case, including the seriousness of the behavior, your age, and the frequency of the misconduct.

The entire staff of The Ranch For Kids constantly strives to help you learn to make “right” choices. Making choices will always lead you either to positive or negative consequences because consequences are the results of the behaviors you choose. You are in control of your choices and hence the consequences of those choices.

A. The “Levels” System Overview

The Ranch For Kids uses a system based on supporting good choices and discouraging bad choices. We endeavor to make it easy to make the right choices and make it difficult to make wrong choices. Wise choices earn privileges; poor choices result in loss of privileges.

Getting “strikes” or demerits on the Level System is the main form of discipline. Rewards for making good choices include not only privileges here but also off-campus outings such as field-trips, visits to Glacier National Park, camping, cultural events, shopping, athletic events, etc. Discipline for earning “strikes” involves the restriction of or removal of privileges.

Program participants work through several training levels. With each level come added privileges and responsibilities as you demonstrate the ability to handle them.

The system consists of four different levels ranging from 00 (Double Zero), the lowest level, through 2, the highest tier. Below is a brief description of each level. You can find additional descriptions of the levels in the Appendix (page 55).

Level 2

Upon arriving at Ranch for Kids Project, you will begin at Level 2, which means that you are expected to behave in an acceptable manner and so have all normal privileges. As long as you choose to behave in accordance with the policies of the program, you will remain on Level 2. If you make poor behavioral choices, you’ll earn “strikes” and become demoted to lower levels.

Level 1

If your behavior demotes you to Level 1, you will lose all the privileges you enjoyed on Level 2: you will be limited in contact with others; you will be highly supervised; you will not be able to leave the facility except for required activities; you will not be able to watch movies, have desserts, or participate in recreational activities. You must remain on Level 1 a minimum of one week. (A total of three “strikes” in one week automatically brings a Level 1 placement for at least a week.) More serious offenses might require additional weeks on Level 1.

Level 0

An assignment to Level 0 brings further restrictions. You will be assigned this level for consistent lack of effort to try and be on level 2 or behavior that is destructive to yourself, to others, or to property. Those on Level 0 have no privileges. They may speak only to staff members in private conversations.

Level 00

This level is assigned for only the most extremely unacceptable behavior when all other avenues of reaching the program participant have failed. This level will be assigned for serious offenses such as leaving campus without permission, running away, unruly or violent behavior; those assigned to this level are isolated from their peers and allowed communication only with an adult. Program participant on this level has “quiet time,” sitting on a chair in an area designated by the direct care staff.

Level Meetings

On an assigned day of the week, the program participants and staff attend mandatory Level Meetings in which the staff considers each participant’s behavior and progress for the week and assigns levels.

B. Physical Restraint

Because of the importance of your physical safety and personal worth, The Ranch For Kids staff make every effort to avoid physical confrontation with you. Instead they use crisis intervention techniques which de-escalate the situation and use physical restraint only as a last resort, a safety response. They WILL restrain you if you (1) are endangering yourself; (2) are endangering the staff or other program participants; (3) are destroying property or attempting to do so; (4) are running away. If staff members are forced to use physical restraint, they will treat you with dignity and respect.

C. Quiet Time Seclusion

Seclusion is a powerful tool which, when used properly, can protect you from counter-productive behaviors. We believe seclusion (or “time in”) gives you space and quiet time to reflect upon the issues that have brought you to act out in harmful ways. Some of the serious events that might lead to seclusion are running away, violence, destruction of property, and inappropriate sexual conduct.

Seclusion is used only for 1-3 hours during evenings while we intensively counsel you. If you are sitting away from other program participants, you always can contact an adult who is close by. Also, keep in mind that you will be monitored during seclusion by video surveillance. The necessities of everyday life—food, water, warmth, etc.—are never denied you.

If your behavior forces us to impose restraint or seclusion, the staff may write an incident report about the situation and notify your parents.

D. Self-Discipline

Your ultimate goal is to achieve self-discipline, the mature stage when you consistently make the right behavior choices without being forced or supervised. Self-discipline is the mark of successful, mature adults. Two of the ways that we assist you in achieving your self-discipline are counseling and therapy.

Most of our counseling, however, is less formal. In addition to the weekly Level Meetings, you may have small group discussions to cover a variety of subjects; or for more personal matters, you may have one-on-one spontaneous counseling sessions with staff members. Some of our best talks happen while we’re chatting out on the trail, garden, kitchen, or living room. When the need arises, we talk.

E. Conclusion

Remember that you’ve come to The Ranch For Kids to become a more successful person. Your growth—physical, mental, spiritual, and social—depends in large measure on following a structured, consistent, and disciplined program. The staff members of The Ranch For Kids became involved in this project because they are deeply-committed, caring, loving human beings. Yet they know that often “tough love” is the only way to help young people. All of them hope you will use your experiences here to develop responsible behaviors that will serve you well all your life.

APPENDIX

RANCH FOR KIDS LODGE DAILY SCHEDULE

DAILY SCHEDULE

School Days During the School Year

6:45-8:00 a.m.	Wake-up Activities
8:00-8:25 a.m.	Breakfast
9:00 a.m.-4:00 p.m.	School
4:00-5:45 p.m.	Cleaning Chores / Home Room Activities (Level Meetings on Wednesdays, typically 5:30-9:30 p.m.)
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Homework or Recreation
8:30-9:00 p.m.	Evening Free Time
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Fridays During School Year

7:00-8:00 a.m.	Wake-up Activities
8:00-9:00 a.m.	Breakfast
9:00 a.m.-1:00 p.m.	Work Activities
1:00-2:00 p.m.	Lunch
2:00-6:00 p.m.	Work Activities (with break at 4:00)
6:00-7:00 p.m.	Dinner

7:00-10:00 p.m.	Evening Free Time
10:00 p.m.	Lights Out and in Bed
<u>Saturdays and Summer Days</u>	
7:30-8:00 a.m.	Wake-up Activities
8:00-8:45 a.m.	Breakfast
9:00-11:00 a.m.	Chores / Cleaning
11:00 a.m.-2:00 p.m.	Work Activities
2:00-3:00 p.m.	Lunch
3:00-6:00 p.m.	Chores / Work Activities or Recreation
7:00-7:30 p.m.	Dinner
7:30-10:00 p.m.	Free Time, Sports, Video Nights
10:00-10:30 p.m.	Quiet Time; Prepare for Bedtime
10:30 p.m.	Lights Out and in Bed

Sundays

8:00-8:45 a.m.	Wake-up Activities
8:45-9:15 a.m.	Breakfast
9:15-9:30 a.m.	Prepare for Church
9:30 a.m.-12:30 p.m.	Church & Other Activities
1:00-1:30 p.m.	Lunch
1:30-6:00 p.m.	Free Time or Recreation
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Free Time or Recreation
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Holiday schedules will be created by the staff and announced.

Timeline for Growth

Learning and changing are challenging processes. As a result, they're often accompanied by discomfort and frustration, sometimes quite severe. Expect to be uncomfortable and frustrated as these are normal feelings when a person is learning and changing. It may be helpful to think of them as "growing pains."

As you come to the Ranch For Kids Project, you may have a range of emotions. Typically, these are the feelings you may encounter as you progress through the program:

First Month: You may feel homesick, angry, and rejected. Especially you may feel very angry at your parents for sending you here and uncertain about the future. Some program participants may rebel at first, while others may conform to the program right away. The first month is definitely a time of testing and adjustment for you. We encourage you to talk to the staff about your feelings.

Six Months: During this period inner problems really begin to surface. You may consistently stay on a certain level or continue to have problems with maintaining a positive attitude and acceptable behavior. Usually the staff members know by this time if you're going to succeed in the program. Many times you'll begin to gain a real appreciation of your family life and family members.

First Year: During this period you'll make a definite choice: you'll both recognize your root problems and begin to work on them, or you'll allow your old ways to continue to dominate your behavior. This period can be a time of real cleansing for you and your parents. You may allow deeply-hidden truths to come to the surface. You may begin to trust authority figures in a greater way. If you reject changing and revert to your old ways, this period can be a time of running and major rebellious choices. Attachment-disordered children may have special difficulties. This is the time where you can begin to develop a stronger relationship with home and family. You'll have more opportunities for home visits, or your parents may visit the program. These visits allow you to make the transition back into the home environment as well as seek a positive peer group. It's the goal of The Ranch for Kids staff and your parents to place you back in your home as soon as you've completed the level system.

After leaving our Rexford Lodge program, some participants go directly into a job training program, such as Job Corps or Montana Youth Challenge Academy. If this is your intention, we'll teach you the skills necessary to live in such a structured adult environment. If your parents' goal for you is to find a replacement family, our staff will prepare you for this major transition.

The Plan for You: Your parents will ultimately make the plan that they think is best for you. The Ranch For Kids

does not make that decision. All we can do is report to them about your progress in our program. We do not “choose” new families for children or tell parents whether they should take their children home or not. They’ll make these decisions after they’ve evaluated the situation.

Crisis Management

Below are five serious situations which require serious responses. For each situation you can see exactly what the situation is, who will be involved, and what the specific consequences will be.

Runaway

Persons Notified: Direct Care Manager, Director of the Program, Police, and Parents

Procedures: We will report the runaways, file an official runaway report with the police, and notify your parents. If we see you “walk away,” we will go after you and bring you back to the Facility. It is very unsafe for you to run away from the property. Our forests are full of dangerous animals—bears (both black and grizzly), mountain lions, wolves, and others. In addition, our weather is unpredictable and sometimes severe: if you find yourself unprepared outdoors, without proper warmth and food, you could easily die from exposure. Getting lost in the forest would be a very scary event. Finding you in millions of acres of national forest could be a daunting task, and very dangerous for you and the rescuers. (A full-scale manhunt with tracking dogs might be necessary.) When returned to the facility, you will be placed on Level 00.

Sexual Conduct between Program Participants

Persons Notified: Direct Care Manager, Director of Program, Parents, Police

Procedures: The Ranch For Kids policies do not allow any sexual contact between participants. We do not “date” here, and we discourage all romantic relationships, including hand holding, kissing, note passing, etc. Even though it’s common for teenagers to date, we do not allow dating as it often creates conflict among participant, hurt feelings, and distractions that are not helpful for the participants who are here. Sexual contact between someone over 16 and someone under 16 is considered statutory rape, and the police must be notified. You could be criminally prosecuted. If you remain at the program, you’ll be placed on Level 00.

Theft

Persons Notified: Direct Care Manager, Parents, and Police as warranted

Procedures: If you steal, you’ll immediately be put on Level 0. The police maybe notified and charges filed. You’ll make full restitution from your own money or work off the debt.

Substance Abuse

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: Any use of illegal substances, (such as tobacco, alcohol, or illegal drugs), will place you on Level 00. The police may be notified. You may be dismissed from the program.

Major Destruction of Property

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: You'll be required to pay for any destruction of property. The police may be notified and charges filed. You will be placed on Level 0.

Goals for RFK Program Participants

These are behaviors that all participants at The Ranch for Kids should strive to attain.

The successful RFK participants consistently will maintain Level 2 behaviors and additionally:

1. Tell the full truth at all times;
2. Keep all promises and agreements;
3. Through appropriate speech and behavior, set a good example for others;
4. Speak/react with others politely and respectfully;
5. Try to keep others on task and out of trouble;
6. When asked, politely offer advice or opinions;
7. Complete needed tasks/work without argument or complaint;
8. Help others if they need and want assistance;
9. Complete all tasks thoroughly and completely to the best of your ability;
10. Accept additional tasks requested by staff;
11. Do clearly-needed work without being assigned it and reminded to do it;
12. Keep your work space clean during and after work;
13. If requested, assist staff with supervision of kids;
14. Resist peer pressure to join in inappropriate behavior;
15. In case of disagreements, deal directly and appropriately with the other person involved;
16. Responsibly complete all tasks so that the staff doesn't need to monitor you to ensure work was done properly;
17. When given a privilege, not abuse/overuse it.

(Remember: Willingness to take initiative and make yourself available to help create huge strides toward progress.)

Good Advice from the Father of Several Russian Kids

(Note: He wrote this advice as if you were making promises to yourself. Only minor editing changes have been made to his original document.)

FOLLOW THE RULES:

Every place has rules. I will not argue about the rules, no matter how inconvenient I think they are. The better I follow the rules, the more time I will have to do what I want to do. This will make me happier and less angry. I will remember the rules I don't like so I can change them when it is my turn to make the rules.

FOLLOW INSTRUCTIONS/RESPECT AUTHORITY:

I will follow all instructions given to me by anyone in charge of me and accept their decisions without arguing, no matter how unfair I think they are or how angry I feel. I will trust that the decision or instruction is in my best interest, even if I can't see it at the time or understand why. I will not ask why at the time of the decision or instruction because I will probably be angry and disrespectful. If I respect authority (those in charge of my welfare), they will respect me; and later I will get more freedom to make decisions by myself.

CONTROL ANGER:

I know I will get angry about something every day. I will get angry at everyone I know at some time. If I feel myself start to get angry, I will stop talking, stop listening, close my eyes, and take three deep breaths, then listen to the sound of my breath. If I still feel angry, I will not stomp away. I will say, without yelling or raising my voice that I need time by myself. Then, after getting permission, I will calmly walk away without slamming doors, without yelling, or without cursing. I will stay by myself until I am calm. To calm myself, I will think about what made me angry: will it matter to me tomorrow, next week, or next month?

RESPECT OTHERS:

I will respect other people. They are as important as I am, even if I don't like them. I will not call anyone or anything "dumb," "gay," or "stupid." If I see something I want, then I will say "please" and not "gimme." If I don't like something I see or something someone is talking about, I will say something like, "No, thank you" or "You like that? I like 'X.'" I will not say, "That sucks." I will not yell at anyone, curse at anyone, hit anyone, push anyone, or throw anything. I will not make fun of people or tease them unless they are my friends and I know they like the joking. I will say at least one nice thing each day to each person in my life that I see that day. If I respect other people in this way, they will learn to respect me the same way. This respect will make me happier and less angry. When I see people I know, I will look them in the eye, smile, and say, "Hello" and say their names.

RESPECT MYSELF:

I am a smart person. I am a good person. God put me on earth and brought me to America to use my good brain and heart to help other people. I already know that my talents bring other people pleasure. This makes me happy. I will use all the talents and abilities that God gave me to do good, not bad.

I will not do actions that will hurt my body or brain. I will not smoke, use drugs, or encourage others to do so. I will not use alcoholic drinks. I will never drive a car after drinking alcohol. I will never get into a car with a driver who has been

drinking. I will not stay in a car if people in the car start drinking.

I will take care of my body and mind by taking any prescription medicine that I am supposed to take, when I am supposed to take it. I will make sure that I get enough to eat, even if my medicine makes me not hungry. I will not smoke cigarettes or dip or chew tobacco.

TELL THE TRUTH:

If I lie sometimes, then people will not believe me when I tell the truth. If I always tell the truth, then people will believe me. Even if everything I do say is true, but I have not said everything I know and I know the person I'm talking with believes something other than the full truth, then I have lied. If I always tell the truth and the whole truth, people will respect me; and they will likely also tell me the whole truth. Then I will be happier and less angry.

If I want to go somewhere or do something, I will ask the persons in charge of me and tell them the whole truth—where or what it is, who is driving, who is going, why I want to go, and other important information. I will accept their decision without arguing. If I do these things, I will have fewer problems and arguments with people.

BE THANKFUL:

I will be thankful for my entire life. Each part of it has taught me something and made me the person I am, even if I don't understand why. I will be thankful for all the people in my life who love me and care about me. I will remember that those people in charge of me want me to be safe, successful, and happy. They also want me to have fun. I will tell all the important people in my life how important they are to me each time I see them or at least once a day if I see them every day. When someone does something nice for me or says something nice to me, I will immediately say, "Thanks" or "Thank you."

FINISH SCHOOL:

I will work hard to finish school and do as well as I can. I will pay attention in classes, not disrupt class, and do my homework. I understand that I will not be able to get a good job or one I like if I do not finish school. If I finish school and have good grades, I will have more and better choices of good jobs that I will do. This will make me happier for the rest of my life.

Statistics indicate that there are three things which will help ensure a successful life and that you will not live in poverty:

1. Finish high school.
2. Do not get married before you are 22 years old.
3. Do not have children before you are married.

Descriptions of the Level System

Level 00

Goal: Return to productive behavior.

Description: This level is assigned for only the most extreme behavior when all other avenues of reaching the program participant have failed. When level 1 does not work, you will have a level drop and if the same behavior continues you will be dropped further to level 00.

- You will be isolated from peers by experiencing “quiet time,” for seven days.
please refer to quiet time rules
- If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
- You will not be allowed to interact with any peer at any time while on this level.
- You will only be allowed to interact with a staff member.
- You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
- For exercise – the only activity you are allowed is jumping jacks.
- No swinging on swings.
- For recess in school you will sit in your classroom under staff supervision.
- No desert, no sugary treats or drinks.
- No movies, no music.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 0

Goal: Decide to follow the rules, eliminate attitudes and spirits of disrespect and rebellion.

Description: Level 0 is assigned for unruly, uncooperative behavior such as running away, violence toward oneself or others, or destruction of property.

- You will be isolated from peers by experiencing “quiet time,” for three days.
please refer to quiet time rules
 - If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
 - You will not be allowed to interact with any peer at any time while on this level. You will get a strike for this. Interaction in all settings will be restricted.
 - You will only be allowed to interact and have conversations with a staff member.
 - You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
 - For exercise – the only activity you are allowed is jumping jacks.
 - No swinging on swings.
 - For recess in school you will sit in your classroom under staff supervision.
 - No desert, no sugary treats or drinks.
 - No movies, no music.
 - The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
 - GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
 - GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 1

Goal: Follow the rules, routine, and staff direction; develop an understanding, cooperative spirit.

Description: Having restriction with no privileges.

- No desert, no sugary treats or drinks.
- GIRLS: not allowed make up, nail paint.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- No extras with meals – no juice/lemonade etc.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- Only allowed educational movies on Friday, Saturday and Sunday only.
- No music.
- No swinging on swings.
- Staff may show some flexibility on all of the above depending on the behavior and attitude of the child.

List of Level 1 Approved activities:

Reading, sewing, practice music with staff, drawing, crocheting, knitting, working on puzzles, allowed to exercise and do aerobics but this activity can be taken away and you will be allowed only jumping jacks, walking with same level peers is allowed in staff appointed area.

Level 2

Goal: Show trustworthiness and cooperation; respond with new or different actions to improve behaviors and family relationships.

Description: Having all basic privileges.

QUIET TIME RULES:

No activity of any sort other than homework.

To be held during free time in the evenings.

Two hours a day.

GIRLS: One hour of homework time can be included in this.

No interaction with anyone, not even staff.

RIGHTS AND RESPONSIBILITIES OF RANCH FOR KIDS PARTICIPANTS

The United States Declaration of Independence states that all citizens have the rights to “life, liberty, and the pursuit of happiness.” Rights were very important to the people who founded this country. As young people you also have these basic rights as well as the responsibilities or obligations that come from having them. This document provides an overview of these rights in addition to the responsibilities you owe to yourself, your family, your school program, and the larger society in which you live.

Your education and growth in maturity should increasingly develop your sense of responsibility so that you can properly enjoy the rights which you and all other citizens have.

RIGHTS

1. The Necessities of Life

This category includes the right to sufficient nourishing food, sleep, adequate shelter, and necessary medical care. It does not include the right to entertainment, numerous material possessions, or luxuries. In other words, you have the rights to what you need but not to whatever you desire.

2. Safety

This right includes freedom from physical harm as well as all other forms of abuse. It includes the right to be treated with the dignity and respect appropriate to every human being.

3. Protection/Representation

This right means that if you believe you are being illegally mistreated by others, you have easy access to those entrusted with protecting you such as parents, teachers, social workers, or even attorneys.

4. Nondiscrimination

This right means that you may not be discriminated against because of your race, gender, disabilities, religious affiliations, or sexual orientation. It attempts to ensure your fair treatment or a “level playing field.”

5. Basic Education

Because a free society depends on educated citizens, our country guarantees you the right to free public education through high school. This right does not extend to a free college education. At many programs, including the academic program at The Ranch For Kids, this right includes the privilege of participating in co-curricular activities that can supplement and enhance your formal education.

6. Privacy / Confidentiality

You have the right to keep private information confidential. This idea means that such records as school and medical files are available only to those with a legitimate “need to know,” such as your teachers and medical providers. Of course, until you reach adulthood, this “need to know” status also applies to your parents and/or guardians.

7. Feelings

Although somewhat different from your human and civil rights, this right asserts that no one can tell you that your feelings are “wrong.” What you feel is genuine to you. Although others may argue that your emotions are not justified, they can’t prevent your feelings. Your feelings are real to you.

8. Compensation

If you have been unfairly deprived of a possession, you have the right to seek redress. In other words, if a person steals or damages something you own, he/she should return it to you, replace it, or provide you with the money to replace it.

RESPONSIBILITIES

Rights must always be balanced with responsibilities. By carrying out our responsibilities, we keep our rights secure. The mature person knows that it’s unreasonable to expect to enjoy rights if he or she is not willing to assume the responsibilities which protect them. Like everyone else, you have the responsibilities to:

1. Take Care of Yourself

You have a responsibility to take care of yourself physically. This responsibility means that you should eat nutritious food, get adequate rest, avoid harmful substances, and take all required medications. You also have the responsibility to maintain good personal hygiene: to keep yourself, your clothing, and your personal living space clean.

2. Develop Your Skills and Abilities

All people have special God-given talents and gifts. It is their responsibility to develop those special abilities and use them to benefit themselves and those around them. Diligent efforts in school are an excellent way to develop your skills. Fortunately, well-developed abilities often bring well-paying jobs.

3. Honor Your Parents

It’s important to honor your parents as they provide you with life’s physical necessities as well as love, support, and encouragement. Although it’s common for young people to disagree with their parents, they still have the responsibility to do what their parents request and to treat them with respect. Remember that the Sixth Commandment requires us to give honor to our parents.

4. Treat Others Respectfully

Just as you have the right to be treated respectfully, so you have the obligation to treat others with respect. Usually others treat us as we treat them: if we desire respect from others, we must show them consistent respect as well. It is good to follow the Platinum Rule: treat others as they would like to be treated.

5. Tell the Truth

Because lies almost always destroy relationships, it is essential for a responsible person to tell the truth at all times. The importance of honesty is stressed in law courts, where witnesses are required to tell “the truth, the whole truth, and nothing but the truth.” No society which tolerates lies can last long. For these reasons it is every

person's obligation to be forthright and open. Most people consider truth-telling to be the most important trait an individual can have.

6. Communicate Your Needs and Appreciation

Our ability to communicate effectively is crucial, for without communication we won't get our needs met. On the other hand, we have an obligation to communicate to others our gratitude for the positive actions they do. We can't expect others to read our minds. Instead we must express clearly and effectively both our needs and our appreciation. This responsibility means that you need to ask questions if you don't understand what someone has said or written.

7. Follow the Rules

For small groups and whole societies to function effectively, each individual must follow the rules. Whether a person breaks a minor rule such as leaving a mess in the cafeteria or breaks a law such as robbing a bank, he or she is showing disrespect for accepted behavior and ultimately disrespect for others who are hurt by the rule-breaker. The mature person follows the laws and regulations so that groups can function smoothly.

8. Accept the Consequences of Your Actions

Only you are responsible for your attitudes, choices, and behaviors. No one else chooses your actions and reactions. If you blame others for a choice you make or attempt to redirect the focus of your wrongdoing away from yourself, you are being dishonest. You do not acknowledge the truth of the situation—that you are accountable for your choice. Such attempts to shift responsibility destroy relationships. As a mature person, you must accept the consequences of your actions.

9. Fulfill Your Obligations

Responsible people honor their commitments: they do what they've agreed to do; they pay their debts; they complete their school assignments; they carry out their expected work duties. If people don't honor their obligations, usually others will have to "pick up the slack" and so become inconvenienced. Knowing how unfair it is, the responsible person will not put others in this difficult situation.

10. Prepare for Good Citizenship

Ultimately the success of a free society depends on having good citizens who can process information, think clearly, and so vote intelligently. For this reason responsible people prepare themselves to become effective citizens. As future voters, you have the responsibility to train yourself to be the best citizen you can be.

WHAT PARENTS EXPECT OF THEIR CHILDREN

Through numerous conversations with parents of Ranch for Kids participant, we have noticed that most share similar expectations concerning their children. Eight common traits emerged. Parents tell us they want their children to:

1. Understand that adults, because of their extensive life experiences and maturity, see the world differently than children do.
2. Accept that parents have authority over children and therefore expect obedience.
3. Appreciate the unique nature of the individual family and its privileges.
4. Value family relationships more than superficial friendships and material possessions.
5. Consider all people worthy of respect and show that respect in all their behaviors.
6. Develop an internal sense of right and wrong and behave with integrity in all interactions.
7. Understand the importance of a good education and take school very seriously.
8. Take responsibility for their actions rather than blaming other people or circumstances.

SOME IDEAS TO HELP YOU ACHIEVE THESE EXPECTATIONS

We all can benefit by thinking deeply about our lives and our relationships with others. Here are some mental activities that you may enjoy and that may help you grow in maturity and compassion.

1. Try honestly to see the world from your parents' point of view so that you can understand their decisions and the reasons for their actions.
2. Count your blessings: each day think about how your life has been made better through the care and concern of your family members and others who love you.
3. Carefully consider the consequences of your decisions and actions so that you can realistically decide if they are best for you in the long run.
4. Resist the temptations to act in an immature or selfish way based on the emotions of the moment.
5. Discipline yourself to "do the right thing" (tell the truth, do your assignments, treat others with respect) even when it's difficult to do so.
6. Imagine that everyone in the world behaves exactly as you do, and then ask yourself if that's the kind of world you'd want to live in.
7. Consider the ways your acts of consideration and kindness can make others happy and make the world a better place.
8. Picture yourself as you would like to be in ten years and make a list of the specific ways you can bring about those goals.

Things to Work On At the Program

- 1) Respect parental authority and recognize that parents must make the decisions about a child (education, placement, where to live.)
- 2) Recognize that running away or threats of running away are not acceptable and there is no need to engage in this behavior.
- 3) Come to appreciate parents and their love and to appreciate the opportunity you have to make a successful life for yourself by making good decisions.
- 4) Recognize the dangers of using the internet, sending pictures over the internet, conversing with strangers and setting up accounts on MySpace, Face Book or other such sites.
- 5) Recognize there is value in telling the truth and being honest with parents, friends/peers, and everyone.
- 6) Recognize that within a family there are rules and responsibilities that each member must follow if the family is to function in healthy and effective ways.
- 7) We hope and pray that your lives will be changed at the Ranch for Kids Project and you achieve your potential.

We would like our child to learn to....

1. Take responsibility for his/ her actions, not blaming others or circumstances
2. Treat all people with respect, speaking and behaving appropriately toward everyone
3. Take school seriously and understand the critical nature of education
4. Respect authority of parents and other adults in charge and do what he or she is told
5. Develop honesty, integrity, and a solid internal sense of right and wrong
6. Value family relationships over material "stuff" and superficial friendships.
7. Understand the difference between the choices of children and adults
8. Appreciate the priorities, privileges, and unique nature of our chosen family



The Ranch For Kids Project, Inc.

PROGRAM PARTICIPANT HANDBOOK

Revised 01-14-2015

Welcome to The Ranch for Kids!

We are honored that you and your parents have chosen to become a part of our unique program.

This program attempts to educate and assist you by supplying a firm, consistent, loving Christian atmosphere twenty-four hours a day.

During your stay with us, all staff members—including the Director, direct care staff, teachers, support staff, and volunteers—work closely with you, individually and in groups, to provide a safe place where you can grow and develop your potential.

You will live with others from similar backgrounds of abandonment, loss, orphanage experience, traumatic abuse, neglect, and adoption. The staff works with you, teaching you how to live a wholesome life where relationships with others matter. You will then be better prepared to handle family life, school, and peer pressures.

You will live under a balanced philosophy and follow a daily routine based on this philosophy. The “Balanced Life Philosophy” is built on the idea that the whole person must grow in four areas: physical, mental, spiritual, and social; and so you’ll follow a scheduled program including school, work, recreation, and social activities.

The staff appreciates any encouragement your parents give you as you work through the program. Because you need to be focused in the right direction, we’ve prepared this Handbook to explain how the program is organized to accomplish our goals.

We hope your stay here will bring growth and future happiness. With all good wishes,

William J. Sutley

Program Director

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THE RANCH FOR KIDS PROGRAM PARTICIPANT HANDBOOK

I. The “Balanced Life Philosophy”

The “Balanced Life Philosophy” under which The Ranch For Kids Project works teaches that a person must grow in wholeness through four areas:

Physical: This area involves vigorous activities including, basketball, volleyball, soccer, tennis, baseball/softball, swimming, hiking, boating, and dodge ball. In addition, program participants fully participate in daily and weekly work projects at the facility.

Mental: We strongly encourage you to achieve your educational goals while at The Ranch For Kids. Our school program will provide you an academic challenge. You’ll also learn skills through work projects that expand your mental abilities.

Spiritual: Our program participants attend church services, youth groups, and discussions such as Bible study. In addition, we regularly meet for group discussions so that you have opportunities to explore important moral and ethical questions and get in touch with your own spirituality. Regular church services are scheduled.

Social: You’ll learn to relate to peers in positive ways while living in a healthy atmosphere, going to school, and participating in various work and social activities. You’ll also learn to relate to authority figures by interacting with teachers, direct care staff, counselors, and other support staff.

II. Realities and Expectations

In addition to the “Balanced Life Philosophy,” you need to understand certain realities of life and certain expectations your parents and society in general have. These realities and expectations also underlie the program at the Ranch For Kids.

Most parenting experts agree that children thrive when parents communicate well, provide appropriate discipline, and teach children to face reality and to live by “house rules,” which are general guidelines that reflect what parents expect from their children. Parents grant children freedoms and choices provided that the children follow the rules. If they do not follow them, negative consequences occur. Below are several realities that most experts and parents agree are reasonable.

A. Realities

1. Children are not adults, and they are not parents. Children have no authority at all over their parents. Although children may have some choices and some freedoms, those are only the choices and freedoms that their parents give them.
2. Children have a legal right to adequate food, shelter, safety, clothing, health care, and education. Parents are not required to give their children anything else. Certainly they are not required to be generous with material possessions.
3. People acquire necessities and desires through diligent work. These things do not just “fall out of the sky.” Especially you should understand that society will not give you what you want merely because you were at one time a poor, orphaned child.

B. Expectations

In addition to these realities, you should realize that parents have certain reasonable expectations concerning their children. It is important for you to understand and fulfill these expectations. Much of your work at the program will involve learning how to meet them.

1. Children should fulfill requests and respect decisions made by their parents. Although sometimes parents may explain the reasons for their requests and decisions, they have no obligation to explain or justify them to their children.
2. Children should share cooperatively in daily and weekly household chores assigned by their parents.
3. Children should follow established rules for the family, such as rules about appropriate language usage, common courtesies, and household management.
4. Children should follow parental guidelines regarding school attendance and homework.
5. Children should not hurt or threaten to hurt someone in order to get what they want. Nor should they yell, scream, or otherwise use emotional outbursts to pressure another person to give in to them.
6. Children should accept the consequences of breaking the house rules and not attempt to avoid them by pouting, crying, being rude, doing destructive actions, acting like a victim, or using other manipulative behaviors.
7. Children should consider their parents' efforts to provide the best for them and express their appreciation to their parents, both in words and actions.

For a more detailed discussion of children's responsibilities and the ways to meet them, please see "Good Advice from the Father of Several Russian Kids" and "Things To Work on at Ranch for Kids Project" in the Appendix to this Handbook.

III. Policies and Procedures

Living in a community creates specific challenges that demand everyone's attention and respect. All Ranch For Kids policies or rules exist for a purpose, often for your safety and comfort and to facilitate your growth. For this reason it is important to know and follow the policies at all times. If every resident follows the policies, we can live together in safety and harmony.

A. Housing Policies and Procedures

When people live together, it is natural for some disagreements or conflicts to arise. If you're aware of the potential challenges, you will be better prepared to deal with them. We've designed the housing policies and procedures to minimize the conflicts and ensure that you live comfortably with other residents.

You are responsible for maintaining your room. Each morning you should make your bed, put your room in order, and complete your cleaning chores before going to breakfast. Keep your dirty clothing in a container, and do your laundry weekly at your assigned time.

For health reasons, no food, drinks, or dishes are allowed in your bedroom. Residents are not allowed to keep cell phones, digital cameras, laptops/notebooks or video games/Gameboys. Only those on Level 2 may have CD players and I-pods, as long as I-pods don't have games or internet connectivity. It's wise to leave expensive electronic equipment and other valuable possessions at home.

Take personal responsibility for maintaining and protecting the common areas and keeping them clean and tidy. Do not waste water or electricity, and do not put paper towels, facial tissues, or other foreign objects in the toilets. The septic/sewer system will degrade only human waste and toilet paper.

Consider your housemates' needs and be considerate of them: avoid loud talk and making loud noises when others need to sleep or rest.

If you use common sense and treat others as you'd like to be treated, the housing arrangements can be very pleasant/congenial.

B. School Policies and Procedures

The Ranch for Kids School admits program participants of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to program participants at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs. The Ranch For Kids uses the curriculum provided by The Ranch For Kids instructors. You will attend our school and attend regularly scheduled classes and educational activities. We employ a full-time certified and licensed school administrator who has qualifications in special education, learning disabilities, and teaching English as a second language. Other instructors teach subjects in their specialties.

If your native language is Russian (or another), you'll have opportunities to master English. You can rely on our bilingual staff for assistance.

Because we believe that mastery of subject matter is more important than a grade level, we won't assign you to a specific grade level. Instead you'll progress through the different subjects at a pace appropriate for you. You will be placed in a particular classroom based upon your age, academic proficiency, and ability to work in a classroom environment (behavior).

If you're over the age of sixteen and plan to attend Montana Youth Challenge Academy or a similar program, you will prepare to take the test of GED High Test (General Educational Development). Otherwise you'll work toward earning a high school diploma. We also offer preparation for the ASVAB if your intentions are to enter the armed forces.

You will attend school from 9:00 a.m. until 4:00 p.m., or as scheduled, Monday through Thursday with a lunch break between 12:30 and 1:30. School terms run from approximately September 1 through May 31, except for weekends and holidays. We also designate times for homework and special classes.

Despite the individualized instruction of our program, we expect you to behave as you would in any serious educational setting. You should come to school ready to learn, remain in your desk, pay close attention to your teachers, study quietly, and stay on task. We speak of the "other three R's" of education: we ask you to be Respectful, Responsible, and Ready to Learn. School policies do not permit food, drinks, or gum in the classrooms.

Your teachers will inform you of other specific policies and regulations concerning the school.

C. Work Policies and Procedures

Because work is essential to support yourself and a good work ethic is necessary for success in life, daily work projects are an integral part of the training at The Ranch For Kids. We also believe that idle hands and minds can lead to mischief, and so our aim is to keep you involved in structured, meaningful activities.

Work provides opportunities for learning, a strong healthy body, oxygen for a healthy brain, and the values necessary for a productive adult life. In addition, the sense of accomplishment and satisfaction in a job well done gives you positive self-esteem.

You'll participate in all aspects of daily life, facility maintenance, outdoor projects, gardening, and various other areas of operation. Like all of life's efforts, some of the work is interesting and fun; some is just a necessary part of life. Through the various tasks, you'll also learn teamwork and the importance of each person's contribution to a complex effort.

Because daily work involves outdoor activities that can pose safety risks, it is essential that you use common sense and follow exactly the guidelines laid down by your work project supervisors. Their guidelines are designed for your protection. Foolish, risky behavior, such as horseplay, can have very serious consequences. Therefore these actions are not allowed on the Facility.

D. Facilities Policies and Procedures

Our Rexford Lodge is a busy place. For your protection, you must treat all supplies, with care and respect. You are not allowed on any outdoor machines. Any equipment or supplies that you may need such as snow shovels, shovels, rakes etc. are provided for your use.

You are responsible for doing your part to keep the facilities in good condition and appearance. You must not draw, write, carve on, or otherwise damage walls, furniture, or other Ranch For Kids Project property. If you do such irresponsible actions, you will face disciplinary actions, including payment for the repair or replacement of the damaged objects. Paying the hourly wage for the repairer of damaged property can be very costly.

E. Dress and Grooming Policies

We expect you to dress in clean, neat, appropriate clothing. Revealing apparel such as extremely short shorts, low-cut pants or shirts, and clothing exposing a bare midriff are not appropriate. Your clothing should be kept in good repair, without holes or fraying. You must also wear appropriate footwear; for example, flip-flops, slippers, and sandals are not acceptable for school or work times as they might become safety hazards. To help with housekeeping, you should remove your shoes when entering the living areas.

Pajamas are appropriate only for sleeping. You should not change into pajamas until thirty minutes before bedtime.

You should keep your hair clean and well groomed. Extreme hair arrangements and coloring are not appropriate, and your hair should not cover your eyes. Before sports and work sessions, you should arrange long hair so that it does not become a danger or a distraction.

Needless to say, you should bathe regularly and follow good personal hygiene practices.

Program participants on Level 2 are allowed minimal jewelry. You may not wear any jewelry that requires piercing of the body. Boys may not wear earrings.

Girls on Level 2 may wear subtle make-up.

If you have further questions about dress and grooming, the direct care staff can help you understand what is appropriate and what is not.

F. Personal Behavior Policies

You are responsible for your behavior and its consequences. If you choose to behave in a positive way and follow the guidelines for harmonious community living, you'll earn rewards. If you choose to behave in a negative way and not follow the guidelines, you'll experience the unpleasant consequences of your actions, including the loss of privileges (see Section III about Discipline). No handbook can explain every aspect of acceptable and unacceptable behaviors. You must inform yourself of the guidelines and then use common sense to behave toward others as you would have them behave toward you. If you are uncertain about any kind of behavior, you can always ask a staff member for clarification.

Remember your attitudes, choices, and behaviors are all up to you!

G. Respect Policies

Every person at the Ranch For Kids Project is worthy of respect and consideration, and all residents are responsible for treating others with dignity.

The most important trait in maintaining this mutual respect is absolute honesty. For this reason, the residents and staff of The Ranch For Kids should not lie, cheat, or steal; nor should they tolerate those actions in others. Because dishonesty always destroys trust and eventually damages relationships, it has no place in the lives of mature people.

Likewise, The Ranch For Kids residents must respect each other's property and privacy. Never touch anyone else's property without permission. The Ranch For Kids policy forbids lending and borrowing of personal items, including money and clothing. To avoid disagreements and conflicts, it's wise for you to put your name on all your clothing and other possessions.

Similarly, do not use any Ranch For Kids Project property without permission.

Also, respect other people's physical space and privacy. Do not go into another person's bedroom. Please respect the Direct Care Manager's off duty time. Do not disturb them during these times except in case of a genuine emergency.

Likewise you should respect others' personal space. Hitting, poking, pinching, shoving, wrestling, horseplay, and other such physical activities are not appropriate. Because of the nature of this facility, romantic relationships between residents are not allowed. This policy means that you may not hold hands, pass notes, or become involved in any other kind of affectionate actions. You may not engage in any kind of sexual behavior, including masturbation. Such behavior will result in serious disciplinary measures, notification of your parents, and (depending on your age) possible criminal prosecution.

You may not share a bed or shower with another person. Nor should you be alone in a one-on-one encounter with anyone, including staff members.

Respecting others also means you should not use any offensive language such as cursing, foul words, sexual innuendo, or using God's name in vain.

H. Communication Policies and Procedures

Good communication is essential for good relationships. Communication with your family helps you to resolve issues and mend relationships. At the Ranch For Kids, we expect you to be open and honest in your communication at all times: we expect "the truth, the whole truth, and nothing but the truth."

If you have a concern or problem, please share it immediately with one of the staff members so that it can be

addressed.

Although communication with parents, relatives, and friends is also important, we must follow some guidelines in order that your time here will be helpful and productive. We ask your parents to refrain from calling or writing you during the important adjustment period after your arrival, usually about one month.

We have a designated phone line, (406)-297-7592. This is the number your parents can use to call you. For boys the phone call days are Tuesdays and Thursdays and for girls phone call days are Wednesdays and Fridays. The best time to reach you is late afternoon/ evening. To allow fair use of telephones, please limit your calls to 15 minutes, once per week.

You may make outgoing calls only with the permission and supervision of the staff. You may make such calls only to individuals approved by your parents.

Your parents may write to you at the Ranch For Kids post office box:

P. O. Box 116
Rexford, MT 59930

If they send you packages or Federal Express documents, they should send them to the following physical address:

144 Gateway Ave.
Rexford, MT 59917

We ask your parents to refrain from sending you numerous packages, except for birthdays and holidays. Some residents never get gifts, phone calls, or letters from their families. Others need to be sensitive to their situations.

In the interest of open and honest communication, we have your parents' permission to monitor your mail and phone calls. We have found that such openness helps coordinate the efforts of parents and staff.

I. Banned Substances Policies and Procedures

Ranch For Kids policy forbids the use of alcohol, all forms of tobacco, and all illegal substances. This prohibition is absolute and applies to use both on and off the Facility. To insure compliance with this ban, the staff will inspect all of your in-coming and out-going luggage.

J. Miscellaneous Policies and Procedures

No handbook can cover every aspect of life at The Ranch For Kids. For this reason, you'll learn many details about expectations from your instructors and supervisors. Also, watch for posted signs and notices to give you additional information or guidelines for life at the Ranch for Kids. Remember that the purpose of the regulations is to help you develop and practice responsible behaviors so that you become successful adults who can live and work comfortably in society. Our goal is assist you as you become the healthy, productive, happy person God created you to be.

IV. Discipline

Discipline is not just a “nice” word for *punishment*. Its root meaning is “to teach.” At The Ranch For Kids, we believe that discipline must be a teaching tool that is consistent, purposeful, fair, and appropriate, depending on your individual needs. We use no disciplinary measures that are physically or emotionally damaging or demeaning to any person, nor do we use harsh, cruel, or unnecessary punishment. Discipline is based on a careful assessment of the circumstances of each case, including the seriousness of the behavior, your age, and the frequency of the misconduct.

The entire staff of The Ranch For Kids constantly strives to help you learn to make “right” choices. Making choices will always lead you either to positive or negative consequences because consequences are the results of the behaviors you choose. You are in control of your choices and hence the consequences of those choices.

A. The “Levels” System Overview

The Ranch For Kids uses a system based on supporting good choices and discouraging bad choices. We endeavor to make it easy to make the right choices and make it difficult to make wrong choices. Wise choices earn privileges; poor choices result in loss of privileges.

Getting “strikes” or demerits on the Level System is the main form of discipline. Rewards for making good choices include not only privileges here but also off-campus outings such as field-trips, visits to Glacier National Park, camping, cultural events, shopping, athletic events, etc. Discipline for earning “strikes” involves the restriction of or removal of privileges.

Program participants work through several training levels. With each level come added privileges and responsibilities as you demonstrate the ability to handle them.

The system consists of four different levels ranging from 00 (Double Zero), the lowest level, through 2, the highest tier. Below is a brief description of each level. You can find additional descriptions of the levels in the Appendix (page 55).

Level 2

Upon arriving at Ranch for Kids Project, you will begin at Level 2, which means that you are expected to behave in an acceptable manner and so have all normal privileges. As long as you choose to behave in accordance with the policies of the program, you will remain on Level 2. If you make poor behavioral choices, you’ll earn “strikes” and become demoted to lower levels.

Level 1

If your behavior demotes you to Level 1, you will lose all the privileges you enjoyed on Level 2: you will be limited in contact with others; you will be highly supervised; you will not be able to leave the facility except for required activities; you will not be able to watch movies, have desserts, or participate in recreational activities. You must remain on Level 1 a minimum of one week. (A total of three “strikes” in one week automatically brings a Level 1 placement for at least a week.) More serious offenses might require additional weeks on Level 1.

Level 0

An assignment to Level 0 brings further restrictions. You will be assigned this level for consistent lack of effort to try and be on level 2 or behavior that is destructive to yourself, to others, or to property. Those on Level 0 have no privileges. They may speak only to staff members in private conversations.

Level 00

This level is assigned for only the most extremely unacceptable behavior when all other avenues of reaching the program participant have failed. This level will be assigned for serious offenses such as leaving campus without permission, running away, unruly or violent behavior; those assigned to this level are isolated from their peers and allowed communication only with an adult. Program participant on this level has “quiet time,” sitting on a chair in an area designated by the direct care staff.

Level Meetings

On an assigned day of the week, the program participants and staff attend mandatory Level Meetings in which the staff considers each participant’s behavior and progress for the week and assigns levels.

B. Physical Restraint

Because of the importance of your physical safety and personal worth, The Ranch For Kids staff make every effort to avoid physical confrontation with you. Instead they use crisis intervention techniques which de-escalate the situation and use physical restraint only as a last resort, a safety response. They WILL restrain you if you (1) are endangering yourself; (2) are endangering the staff or other program participants; (3) are destroying property or attempting to do so; (4) are running away. If staff members are forced to use physical restraint, they will treat you with dignity and respect.

C. Quiet Time Seclusion

Seclusion is a powerful tool which, when used properly, can protect you from counter-productive behaviors. We believe seclusion (or “time in”) gives you space and quiet time to reflect upon the issues that have brought you to act out in harmful ways. Some of the serious events that might lead to seclusion are running away, violence, destruction of property, and inappropriate sexual conduct.

Seclusion is used only for 1-3 hours during evenings while we intensively counsel you. If you are sitting away from other program participants, you always can contact an adult who is close by. Also, keep in mind that you will be monitored during seclusion by video surveillance. The necessities of everyday life—food, water, warmth, etc.—are never denied you.

If your behavior forces us to impose restraint or seclusion, the staff may write an incident report about the situation and notify your parents.

D. Self-Discipline

Your ultimate goal is to achieve self-discipline, the mature stage when you consistently make the right behavior choices without being forced or supervised. Self-discipline is the mark of successful, mature adults. Two of the ways that we assist you in achieving your self-discipline are counseling and therapy.

Most of our counseling, however, is less formal. In addition to the weekly Level Meetings, you may have small group discussions to cover a variety of subjects; or for more personal matters, you may have one-on-one spontaneous counseling sessions with staff members. Some of our best talks happen while we’re chatting out on the trail, garden, kitchen, or living room. When the need arises, we talk.

E. Conclusion

Remember that you’ve come to The Ranch For Kids to become a more successful person. Your growth—physical, mental, spiritual, and social—depends in large measure on following a structured, consistent, and disciplined program. The staff members of The Ranch For Kids became involved in this project because they are deeply-committed, caring, loving human beings. Yet they know that often “tough love” is the only way to help young people. All of them hope you will use your experiences here to develop responsible behaviors that will serve you well all your life.

APPENDIX

RANCH FOR KIDS LODGE DAILY SCHEDULE

DAILY SCHEDULE

6:45-8:00 a.m.	Wake-up Activities
8:00-8:25 a.m.	Breakfast
9:00 a.m.-4:00 p.m.	School
4:00-5:45 p.m.	Cleaning Chores / Home Room Activities (Level Meetings on Wednesdays, typically 5:30-9:30 p.m.)
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Homework or Recreation
8:30-9:00 p.m.	Evening Free Time
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Fridays During School Year

7:00-8:00 a.m.	Wake-up Activities
8:00-9:00 a.m.	Breakfast
9:00 a.m.-1:00 p.m.	Work Activities
1:00-2:00 p.m.	Lunch
2:00-6:00 p.m.	Work Activities (with break at 4:00)
6:00-7:00 p.m.	Dinner

7:00-10:00 p.m.	Evening Free Time
10:00 p.m.	Lights Out and in Bed
<u>Saturdays and Summer Days</u>	
7:30-8:00 a.m.	Wake-up Activities
8:00-8:45 a.m.	Breakfast
9:00-11:00 a.m.	Chores / Cleaning
11:00 a.m.-2:00 p.m.	Work Activities
2:00-3:00 p.m.	Lunch
3:00-6:00 p.m.	Chores / Work Activities or Recreation
7:00-7:30 p.m.	Dinner
7:30-10:00 p.m.	Free Time, Sports, Video Nights
10:00-10:30 p.m.	Quiet Time; Prepare for Bedtime
10:30 p.m.	Lights Out and in Bed

Sundays

8:00-8:45 a.m.	Wake-up Activities
8:45-9:15 a.m.	Breakfast
9:15-9:30 a.m.	Prepare for Church
9:30 a.m.-12:30 p.m.	Church & Other Activities
1:00-1:30 p.m.	Lunch
1:30-6:00 p.m.	Free Time or Recreation
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Free Time or Recreation
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Holiday schedules will be created by the staff and announced.

Timeline for Growth

Learning and changing are challenging processes. As a result, they're often accompanied by discomfort and frustration, sometimes quite severe. Expect to be uncomfortable and frustrated as these are normal feelings when a person is learning and changing. It may be helpful to think of them as "growing pains."

As you come to the Ranch For Kids Project, you may have a range of emotions. Typically, these are the feelings you may encounter as you progress through the program:

First Month: You may feel homesick, angry, and rejected. Especially you may feel very angry at your parents for sending you here and uncertain about the future. Some program participants may rebel at first, while others may conform to the program right away. The first month is definitely a time of testing and adjustment for you. We encourage you to talk to the staff about your feelings.

Six Months: During this period inner problems really begin to surface. You may consistently stay on a certain level or continue to have problems with maintaining a positive attitude and acceptable behavior. Usually the staff members know by this time if you're going to succeed in the program. Many times you'll begin to gain a real appreciation of your family life and family members.

First Year: During this period you'll make a definite choice: you'll both recognize your root problems and begin to work on them, or you'll allow your old ways to continue to dominate your behavior. This period can be a time of real cleansing for you and your parents. You may allow deeply-hidden truths to come to the surface. You may begin to trust authority figures in a greater way. If you reject changing and revert to your old ways, this period can be a time of running and major rebellious choices. Attachment-disordered children may have special difficulties. This is the time where you can begin to develop a stronger relationship with home and family. You'll have more opportunities for home visits, or your parents may visit the program. These visits allow you to make the transition back into the home environment as well as seek a positive peer group. It's the goal of The Ranch for Kids staff and your parents to place you back in your home as soon as you've completed the level system.

After leaving our Rexford Lodge program, some participants go directly into a job training program, such as Job Corps or Montana Youth Challenge Academy. If this is your intention, we'll teach you the skills necessary to live in such a structured adult environment. If your parents' goal for you is to find a replacement family, our staff will prepare you for this major transition.

The Plan for You: Your parents will ultimately make the plan that they think is best for you. The Ranch For Kids

does not make that decision. All we can do is report to them about your progress in our program. We do not “choose” new families for children or tell parents whether they should take their children home or not. They’ll make these decisions after they’ve evaluated the situation.

Crisis Management

Below are five serious situations which require serious responses. For each situation you can see exactly what the situation is, who will be involved, and what the specific consequences will be.

Runaway

Persons Notified: Direct Care Manager, Director of the Program, Police, and Parents

Procedures: We will report the runaways, file an official runaway report with the police, and notify your parents. If we see you “walk away,” we will go after you and bring you back to the Facility. It is very unsafe for you to run away from the property. Our forests are full of dangerous animals—bears (both black and grizzly), mountain lions, wolves, and others. In addition, our weather is unpredictable and sometimes severe: if you find yourself unprepared outdoors, without proper warmth and food, you could easily die from exposure. Getting lost in the forest would be a very scary event. Finding you in millions of acres of national forest could be a daunting task, and very dangerous for you and the rescuers. (A full-scale manhunt with tracking dogs might be necessary.) When returned to the facility, you will be placed on Level 00.

Sexual Conduct between Program Participants

Persons Notified: Direct Care Manager, Director of Program, Parents, Police

Procedures: The Ranch For Kids policies do not allow any sexual contact between participants. We do not “date” here, and we discourage all romantic relationships, including hand holding, kissing, note passing, etc. Even though it’s common for teenagers to date, we do not allow dating as it often creates conflict among participant, hurt feelings, and distractions that are not helpful for the participants who are here. Sexual contact between someone over 16 and someone under 16 is considered statutory rape, and the police must be notified. You could be criminally prosecuted. If you remain at the program, you’ll be placed on Level 00.

Theft

Persons Notified: Direct Care Manager, Parents, and Police as warranted

Procedures: If you steal, you’ll immediately be put on Level 0. The police maybe notified and charges filed. You’ll make full restitution from your own money or work off the debt.

Substance Abuse

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: Any use of illegal substances, (such as tobacco, alcohol, or illegal drugs), will place you on Level 00. The police may be notified. You may be dismissed from the program.

Major Destruction of Property

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: You'll be required to pay for any destruction of property. The police may be notified and charges filed. You will be placed on Level 0.

Goals for RFK Program Participants

These are behaviors that all participants at The Ranch for Kids should strive to attain.

The successful RFK participants consistently will maintain Level 2 behaviors and additionally:

1. Tell the full truth at all times;
2. Keep all promises and agreements;
3. Through appropriate speech and behavior, set a good example for others;
4. Speak/react with others politely and respectfully;
5. Try to keep others on task and out of trouble;
6. When asked, politely offer advice or opinions;
7. Complete needed tasks/work without argument or complaint;
8. Help others if they need and want assistance;
9. Complete all tasks thoroughly and completely to the best of your ability;
10. Accept additional tasks requested by staff;
11. Do clearly-needed work without being assigned it and reminded to do it;
12. Keep your work space clean during and after work;
13. If requested, assist staff with supervision of kids;
14. Resist peer pressure to join in inappropriate behavior;
15. In case of disagreements, deal directly and appropriately with the other person involved;
16. Responsibly complete all tasks so that the staff doesn't need to monitor you to ensure work was done properly;
17. When given a privilege, not abuse/overuse it.

(Remember: Willingness to take initiative and make yourself available to help create huge strides toward progress.)

Good Advice from the Father of Several Russian Kids

(Note: He wrote this advice as if you were making promises to yourself. Only minor editing changes have been made to his original document.)

FOLLOW THE RULES:

Every place has rules. I will not argue about the rules, no matter how inconvenient I think they are. The better I follow the rules, the more time I will have to do what I want to do. This will make me happier and less angry. I will remember the rules I don't like so I can change them when it is my turn to make the rules.

FOLLOW INSTRUCTIONS/RESPECT AUTHORITY:

I will follow all instructions given to me by anyone in charge of me and accept their decisions without arguing, no matter how unfair I think they are or how angry I feel. I will trust that the decision or instruction is in my best interest, even if I can't see it at the time or understand why. I will not ask why at the time of the decision or instruction because I will probably be angry and disrespectful. If I respect authority (those in charge of my welfare), they will respect me; and later I will get more freedom to make decisions by myself.

CONTROL ANGER:

I know I will get angry about something every day. I will get angry at everyone I know at some time. If I feel myself start to get angry, I will stop talking, stop listening, close my eyes, and take three deep breaths, then listen to the sound of my breath. If I still feel angry, I will not stomp away. I will say, without yelling or raising my voice that I need time by myself. Then, after getting permission, I will calmly walk away without slamming doors, without yelling, or without cursing. I will stay by myself until I am calm. To calm myself, I will think about what made me angry: will it matter to me tomorrow, next week, or next month?

RESPECT OTHERS:

I will respect other people. They are as important as I am, even if I don't like them. I will not call anyone or anything "dumb," "gay," or "stupid." If I see something I want, then I will say "please" and not "gimme." If I don't like something I see or something someone is talking about, I will say something like, "No, thank you" or "You like that? I like 'X.'" I will not say, "That sucks." I will not yell at anyone, curse at anyone, hit anyone, push anyone, or throw anything. I will not make fun of people or tease them unless they are my friends and I know they like the joking. I will say at least one nice thing each day to each person in my life that I see that day. If I respect other people in this way, they will learn to respect me the same way. This respect will make me happier and less angry. When I see people I know, I will look them in the eye, smile, and say, "Hello" and say their names.

RESPECT MYSELF:

I am a smart person. I am a good person. God put me on earth and brought me to America to use my good brain and heart to help other people. I already know that my talents bring other people pleasure. This makes me happy. I will use all the talents and abilities that God gave me to do good, not bad.

I will not do actions that will hurt my body or brain. I will not smoke, use drugs, or encourage others to do so. I will not use alcoholic drinks. I will never drive a car after drinking alcohol. I will never get into a car with a driver who has been

drinking. I will not stay in a car if people in the car start drinking.

I will take care of my body and mind by taking any prescription medicine that I am supposed to take, when I am supposed to take it. I will make sure that I get enough to eat, even if my medicine makes me not hungry. I will not smoke cigarettes or dip or chew tobacco.

TELL THE TRUTH:

If I lie sometimes, then people will not believe me when I tell the truth. If I always tell the truth, then people will believe me. Even if everything I do say is true, but I have not said everything I know and I know the person I'm talking with believes something other than the full truth, then I have lied. If I always tell the truth and the whole truth, people will respect me; and they will likely also tell me the whole truth. Then I will be happier and less angry.

If I want to go somewhere or do something, I will ask the persons in charge of me and tell them the whole truth—where or what it is, who is driving, who is going, why I want to go, and other important information. I will accept their decision without arguing. If I do these things, I will have fewer problems and arguments with people.

BE THANKFUL:

I will be thankful for my entire life. Each part of it has taught me something and made me the person I am, even if I don't understand why. I will be thankful for all the people in my life who love me and care about me. I will remember that those people in charge of me want me to be safe, successful, and happy. They also want me to have fun. I will tell all the important people in my life how important they are to me each time I see them or at least once a day if I see them every day. When someone does something nice for me or says something nice to me, I will immediately say, "Thanks" or "Thank you."

FINISH SCHOOL:

I will work hard to finish school and do as well as I can. I will pay attention in classes, not disrupt class, and do my homework. I understand that I will not be able to get a good job or one I like if I do not finish school. If I finish school and have good grades, I will have more and better choices of good jobs that I will do. This will make me happier for the rest of my life.

Statistics indicate that there are three things which will help ensure a successful life and that you will not live in poverty:

1. Finish high school.
2. Do not get married before you are 22 years old.
3. Do not have children before you are married.

Descriptions of the Level System

Level 00

Goal: Return to productive behavior.

Description: This level is assigned for only the most extreme behavior when all other avenues of reaching the program participant have failed. When level 1 does not work, you will have a level drop and if the same behavior continues you will be dropped further to level 00.

- You will be isolated from peers by experiencing “quiet time,” for seven days.
please refer to quiet time rules
- If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
- You will not be allowed to interact with any peer at any time while on this level.
- You will only be allowed to interact with a staff member.
- You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
- For exercise – the only activity you are allowed is jumping jacks.
- No swinging on swings.
- For recess in school you will sit in your classroom under staff supervision.
- No desert, no sugary treats or drinks.
- No movies, no music.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 0

Goal: Decide to follow the rules, eliminate attitudes and spirits of disrespect and rebellion.

Description: Level 0 is assigned for unruly, uncooperative behavior such as running away, violence toward oneself or others, or destruction of property.

- You will be isolated from peers by experiencing “quiet time,” for three days.
please refer to quiet time rules
 - If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
 - You will not be allowed to interact with any peer at any time while on this level. You will get a strike for this. Interaction in all settings will be restricted.
 - You will only be allowed to interact and have conversations with a staff member.
 - You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
 - For exercise – the only activity you are allowed is jumping jacks.
 - No swinging on swings.
 - For recess in school you will sit in your classroom under staff supervision.
 - No desert, no sugary treats or drinks.
 - No movies, no music.
 - The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
 - GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
 - GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 1

Goal: Follow the rules, routine, and staff direction; develop an understanding, cooperative spirit.

Description: Having restriction with no privileges.

- No desert, no sugary treats or drinks.
- GIRLS: not allowed make up, nail paint.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- No extras with meals – no juice/lemonade etc.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- Only allowed educational movies on Friday, Saturday and Sunday only.
- No music.
- No swinging on swings.
- Staff may show some flexibility on all of the above depending on the behavior and attitude of the child.

List of Level 1 Approved activities:

Reading, sewing, practice music with staff, drawing, crocheting, knitting, working on puzzles, allowed to exercise and do aerobics but this activity can be taken away and you will be allowed only jumping jacks, walking with same level peers is allowed in staff appointed area.

Level 2

Goal: Show trustworthiness and cooperation; respond with new or different actions to improve behaviors and family relationships.

Description: Having all basic privileges.

QUIET TIME RULES:

No activity of any sort other than homework.

To be held during free time in the evenings.

Two hours a day.

GIRLS: One hour of homework time can be included in this.

No interaction with anyone, not even staff.

RIGHTS AND RESPONSIBILITIES OF RANCH FOR KIDS PARTICIPANTS

The United States Declaration of Independence states that all citizens have the rights to “life, liberty, and the pursuit of happiness.” Rights were very important to the people who founded this country. As young people you also have these basic rights as well as the responsibilities or obligations that come from having them. This document provides an overview of these rights in addition to the responsibilities you owe to yourself, your family, your school program, and the larger society in which you live.

Your education and growth in maturity should increasingly develop your sense of responsibility so that you can properly enjoy the rights which you and all other citizens have.

RIGHTS

1. The Necessities of Life

This category includes the right to sufficient nourishing food, sleep, adequate shelter, and necessary medical care. It does not include the right to entertainment, numerous material possessions, or luxuries. In other words, you have the rights to what you need but not to whatever you desire.

2. Safety

This right includes freedom from physical harm as well as all other forms of abuse. It includes the right to be treated with the dignity and respect appropriate to every human being.

3. Protection/Representation

This right means that if you believe you are being illegally mistreated by others, you have easy access to those entrusted with protecting you such as parents, teachers, social workers, or even attorneys.

4. Nondiscrimination

This right means that you may not be discriminated against because of your race, gender, disabilities, religious affiliations, or sexual orientation. It attempts to ensure your fair treatment or a “level playing field.”

5. Basic Education

Because a free society depends on educated citizens, our country guarantees you the right to free public education through high school. This right does not extend to a free college education. At many programs, including the academic program at The Ranch For Kids, this right includes the privilege of participating in co-curricular activities that can supplement and enhance your formal education.

6. Privacy / Confidentiality

You have the right to keep private information confidential. This idea means that such records as school and medical files are available only to those with a legitimate “need to know,” such as your teachers and medical providers. Of course, until you reach adulthood, this “need to know” status also applies to your parents and/or guardians.

7. Feelings

Although somewhat different from your human and civil rights, this right asserts that no one can tell you that your feelings are “wrong.” What you feel is genuine to you. Although others may argue that your emotions are not justified, they can’t prevent your feelings. Your feelings are real to you.

8. Compensation

If you have been unfairly deprived of a possession, you have the right to seek redress. In other words, if a person steals or damages something you own, he/she should return it to you, replace it, or provide you with the money to replace it.

RESPONSIBILITIES

Rights must always be balanced with responsibilities. By carrying out our responsibilities, we keep our rights secure. The mature person knows that it’s unreasonable to expect to enjoy rights if he or she is not willing to assume the responsibilities which protect them. Like everyone else, you have the responsibilities to:

1. Take Care of Yourself

You have a responsibility to take care of yourself physically. This responsibility means that you should eat nutritious food, get adequate rest, avoid harmful substances, and take all required medications. You also have the responsibility to maintain good personal hygiene: to keep yourself, your clothing, and your personal living space clean.

2. Develop Your Skills and Abilities

All people have special God-given talents and gifts. It is their responsibility to develop those special abilities and use them to benefit themselves and those around them. Diligent efforts in school are an excellent way to develop your skills. Fortunately, well-developed abilities often bring well-paying jobs.

3. Honor Your Parents

It’s important to honor your parents as they provide you with life’s physical necessities as well as love, support, and encouragement. Although it’s common for young people to disagree with their parents, they still have the responsibility to do what their parents request and to treat them with respect. Remember that the Sixth Commandment requires us to give honor to our parents.

4. Treat Others Respectfully

Just as you have the right to be treated respectfully, so you have the obligation to treat others with respect. Usually others treat us as we treat them: if we desire respect from others, we must show them consistent respect as well. It is good to follow the Platinum Rule: treat others as they would like to be treated.

5. Tell the Truth

Because lies almost always destroy relationships, it is essential for a responsible person to tell the truth at all times. The importance of honesty is stressed in law courts, where witnesses are required to tell “the truth, the whole truth, and nothing but the truth.” No society which tolerates lies can last long. For these reasons it is every

person's obligation to be forthright and open. Most people consider truth-telling to be the most important trait an individual can have.

6. Communicate Your Needs and Appreciation

Our ability to communicate effectively is crucial, for without communication we won't get our needs met. On the other hand, we have an obligation to communicate to others our gratitude for the positive actions they do. We can't expect others to read our minds. Instead we must express clearly and effectively both our needs and our appreciation. This responsibility means that you need to ask questions if you don't understand what someone has said or written.

7. Follow the Rules

For small groups and whole societies to function effectively, each individual must follow the rules. Whether a person breaks a minor rule such as leaving a mess in the cafeteria or breaks a law such as robbing a bank, he or she is showing disrespect for accepted behavior and ultimately disrespect for others who are hurt by the rule-breaker. The mature person follows the laws and regulations so that groups can function smoothly.

8. Accept the Consequences of Your Actions

Only you are responsible for your attitudes, choices, and behaviors. No one else chooses your actions and reactions. If you blame others for a choice you make or attempt to redirect the focus of your wrongdoing away from yourself, you are being dishonest. You do not acknowledge the truth of the situation—that you are accountable for your choice. Such attempts to shift responsibility destroy relationships. As a mature person, you must accept the consequences of your actions.

9. Fulfill Your Obligations

Responsible people honor their commitments: they do what they've agreed to do; they pay their debts; they complete their school assignments; they carry out their expected work duties. If people don't honor their obligations, usually others will have to "pick up the slack" and so become inconvenienced. Knowing how unfair it is, the responsible person will not put others in this difficult situation.

10. Prepare for Good Citizenship

Ultimately the success of a free society depends on having good citizens who can process information, think clearly, and so vote intelligently. For this reason responsible people prepare themselves to become effective citizens. As future voters, you have the responsibility to train yourself to be the best citizen you can be.

WHAT PARENTS EXPECT OF THEIR CHILDREN

Through numerous conversations with parents of Ranch for Kids participant, we have noticed that most share similar expectations concerning their children. Eight common traits emerged. Parents tell us they want their children to:

1. Understand that adults, because of their extensive life experiences and maturity, see the world differently than children do.
2. Accept that parents have authority over children and therefore expect obedience.
3. Appreciate the unique nature of the individual family and its privileges.
4. Value family relationships more than superficial friendships and material possessions.
5. Consider all people worthy of respect and show that respect in all their behaviors.
6. Develop an internal sense of right and wrong and behave with integrity in all interactions.
7. Understand the importance of a good education and take school very seriously.
8. Take responsibility for their actions rather than blaming other people or circumstances.

SOME IDEAS TO HELP YOU ACHIEVE THESE EXPECTATIONS

We all can benefit by thinking deeply about our lives and our relationships with others. Here are some mental activities that you may enjoy and that may help you grow in maturity and compassion.

1. Try honestly to see the world from your parents' point of view so that you can understand their decisions and the reasons for their actions.
2. Count your blessings: each day think about how your life has been made better through the care and concern of your family members and others who love you.
3. Carefully consider the consequences of your decisions and actions so that you can realistically decide if they are best for you in the long run.
4. Resist the temptations to act in an immature or selfish way based on the emotions of the moment.
5. Discipline yourself to "do the right thing" (tell the truth, do your assignments, treat others with respect) even when it's difficult to do so.
6. Imagine that everyone in the world behaves exactly as you do, and then ask yourself if that's the kind of world you'd want to live in.
7. Consider the ways your acts of consideration and kindness can make others happy and make the world a better place.
8. Picture yourself as you would like to be in ten years and make a list of the specific ways you can bring about those goals.

Things to Work On At the Program

- 1) Respect parental authority and recognize that parents must make the decisions about a child (education, placement, where to live.)
- 2) Recognize that running away or threats of running away are not acceptable and there is no need to engage in this behavior.
- 3) Come to appreciate parents and their love and to appreciate the opportunity you have to make a successful life for yourself by making good decisions.
- 4) Recognize the dangers of using the internet, sending pictures over the internet, conversing with strangers and setting up accounts on MySpace, Face Book or other such sites.
- 5) Recognize there is value in telling the truth and being honest with parents, friends/peers, and everyone.
- 6) Recognize that within a family there are rules and responsibilities that each member must follow if the family is to function in healthy and effective ways.
- 7) We hope and pray that your lives will be changed at the Ranch for Kids Project and you achieve your potential.

We would like our child to learn to....

1. Take responsibility for his/ her actions, not blaming others or circumstances
2. Treat all people with respect, speaking and behaving appropriately toward everyone
3. Take school seriously and understand the critical nature of education
4. Respect authority of parents and other adults in charge and do what he or she is told
5. Develop honesty, integrity, and a solid internal sense of right and wrong
6. Value family relationships over material "stuff" and superficial friendships.
7. Understand the difference between the choices of children and adults
8. Appreciate the priorities, privileges, and unique nature of our chosen family



The Ranch For Kids Project, Inc.

PROGRAM PARTICIPANT HANDBOOK

Revised 01-14-2015

Welcome to The Ranch for Kids!

We are honored that you and your parents have chosen to become a part of our unique program.

This program attempts to educate and assist you by supplying a firm, consistent, loving Christian atmosphere twenty-four hours a day.

During your stay with us, all staff members—including the Director, direct care staff, teachers, support staff, and volunteers—work closely with you, individually and in groups, to provide a safe place where you can grow and develop your potential.

You will live with others from similar backgrounds of abandonment, loss, orphanage experience, traumatic abuse, neglect, and adoption. The staff works with you, teaching you how to live a wholesome life where relationships with others matter. You will then be better prepared to handle family life, school, and peer pressures.

You will live under a balanced philosophy and follow a daily routine based on this philosophy. The “Balanced Life Philosophy” is built on the idea that the whole person must grow in four areas: physical, mental, spiritual, and social; and so you’ll follow a scheduled program including school, work, recreation, and social activities.

The staff appreciates any encouragement your parents give you as you work through the program. Because you need to be focused in the right direction, we’ve prepared this Handbook to explain how the program is organized to accomplish our goals.

We hope your stay here will bring growth and future happiness. With all good wishes,

William J. Sutley

Program Director

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THE RANCH FOR KIDS STUDENT HANDBOOK

I. The “Balanced Life Philosophy”

The “Balanced Life Philosophy” under which The Ranch For Kids Project works teaches that a person must grow in wholeness through four areas:

Physical: This area involves vigorous activities including, basketball, volleyball, soccer, tennis, baseball/softball, swimming, hiking, boating, and dodge ball. In addition, students fully participate in daily and weekly work projects at the facility.

Mental: We strongly encourage you to achieve your educational goals while at The Ranch For Kids. Our school program will provide you an academic challenge. You’ll also learn skills through work projects that expand your mental abilities.

Spiritual: Our students attend church services, youth groups, and discussions such as Bible study. In addition, we regularly meet for group discussions so that you have opportunities to explore important moral and ethical questions and get in touch with your own spirituality. Regular church services are scheduled.

Social: You’ll learn to relate to peers in positive ways while living in a healthy atmosphere, going to school, and participating in various work and social activities. You’ll also learn to relate to authority figures by interacting with teachers, direct care staff, counselors, and other support staff.

II. Realities and Expectations

In addition to the “Balanced Life Philosophy,” you need to understand certain realities of life and certain expectations your parents and society in general have. These realities and expectations also underlie the program at the Ranch For Kids.

Most parenting experts agree that children thrive when parents communicate well, provide appropriate discipline, and teach children to face reality and to live by “house rules,” which are general guidelines that reflect what parents expect from their children. Parents grant children freedoms and choices provided that the children follow the rules. If they do not follow them, negative consequences occur. Below are several realities that most experts and parents agree are reasonable.

A. Realities

1. Children are not adults, and they are not parents. Children have no authority at all over their parents. Although children may have some choices and some freedoms, those are only the choices and freedoms that their parents give them.
2. Children have a legal right to adequate food, shelter, safety, clothing, health care, and education. Parents are not required to give their children anything else. Certainly they are not required to be generous with material possessions.
3. People acquire necessities and desires through diligent work. These things do not just “fall out of the sky.” Especially you should understand that society will not give you what you want merely because you were at one time a poor, orphaned child.

B. Expectations

In addition to these realities, you should realize that parents have certain reasonable expectations concerning their children. It is important for you to understand and fulfill these expectations. Much of your work at the program will involve learning how to meet them.

1. Children should fulfill requests and respect decisions made by their parents. Although sometimes parents may explain the reasons for their requests and decisions, they have no obligation to explain or justify them to their children.
2. Children should share cooperatively in daily and weekly household chores assigned by their parents.
3. Children should follow established rules for the family, such as rules about appropriate language usage, common courtesies, and household management.
4. Children should follow parental guidelines regarding school attendance and homework.
5. Children should not hurt or threaten to hurt someone in order to get what they want. Nor should they yell, scream, or otherwise use emotional outbursts to pressure another person to give in to them.
6. Children should accept the consequences of breaking the house rules and not attempt to avoid them by pouting, crying, being rude, doing destructive actions, acting like a victim, or using other manipulative behaviors.
7. Children should consider their parents' efforts to provide the best for them and express their appreciation to their parents, both in words and actions.

For a more detailed discussion of children's responsibilities and the ways to meet them, please see "Good Advice from the Father of Several Russian Kids" and "Things To Work on at Ranch for Kids Project" in the Appendix to this Handbook.

III. Policies and Procedures

Living in a community creates specific challenges that demand everyone's attention and respect. All Ranch For Kids policies or rules exist for a purpose, often for your safety and comfort and to facilitate your growth. For this reason it is important to know and follow the policies at all times. If every resident follows the policies, we can live together in safety and harmony.

A. Housing Policies and Procedures

When people live together, it is natural for some disagreements or conflicts to arise. If you're aware of the potential challenges, you will be better prepared to deal with them. We've designed the housing policies and procedures to minimize the conflicts and ensure that you live comfortably with other residents.

You are responsible for maintaining your room. Each morning you should make your bed, put your room in order, and complete your cleaning chores before going to breakfast. Keep your dirty clothing in a container, and do your laundry weekly at your assigned time.

For health reasons, no food, drinks, or dishes are allowed in your bedroom. Residents are not allowed to keep cell phones, digital cameras, laptops/notebooks or video games/Gameboys. Only those on Level 2 may have CD players and I-pods, as long as I-pods don't have games or internet connectivity. It's wise to leave expensive electronic equipment and other valuable possessions at home.

Take personal responsibility for maintaining and protecting the common areas and keeping them clean and tidy. Do not waste water or electricity, and do not put paper towels, facial tissues, or other foreign objects in the toilets. The septic/sewer system will degrade only human waste and toilet paper.

Consider your housemates' needs and be considerate of them: avoid loud talk and making loud noises when others need to sleep or rest.

If you use common sense and treat others as you'd like to be treated, the housing arrangements can be very pleasant/congenial.

B. School Policies and Procedures

The Ranch for Kids School admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs. The Ranch For Kids uses the curriculum provided by The Ranch For Kids instructors. You will attend our school and attend regularly scheduled classes and educational activities. We employ a full-time certified and licensed school administrator who has qualifications in special education, learning disabilities, and teaching English as a second language. Other instructors teach subjects in their specialties.

If your native language is Russian (or another), you'll have opportunities to master English. You can rely on our bilingual staff for assistance.

Because we believe that mastery of subject matter is more important than a grade level, we won't assign you to a specific grade level. Instead you'll progress through the different subjects at a pace appropriate for you. You will be placed in a particular classroom based upon your age, academic proficiency, and ability to work in a classroom environment (behavior).

If you're over the age of sixteen and plan to attend Montana Youth Challenge Academy or a similar program, you will prepare to take the test of GED High Test (General Educational Development). Otherwise you'll work toward earning a high school diploma. We also offer preparation for the ASVAB if your intentions are to enter the armed forces.

You will attend school from 9:00 a.m. until 4:00 p.m., or as scheduled, Monday through Thursday with a lunch break between 12:30 and 1:30. School terms run from approximately September 1 through May 31, except for weekends and holidays. We also designate times for homework and special classes.

Despite the individualized instruction of our program, we expect you to behave as you would in any serious educational setting. You should come to school ready to learn, remain in your desk, pay close attention to your teachers, study quietly, and stay on task. We speak of the "other three R's" of education: we ask you to be Respectful, Responsible, and Ready to Learn. School policies do not permit food, drinks, or gum in the classrooms.

Your teachers will inform you of other specific policies and regulations concerning the school.

C. Work Policies and Procedures

Because work is essential to support yourself and a good work ethic is necessary for success in life, daily work projects are an integral part of the training at The Ranch For Kids. We also believe that idle hands and minds can lead to mischief, and so our aim is to keep you involved in structured, meaningful activities.

Work provides opportunities for learning, a strong healthy body, oxygen for a healthy brain, and the values necessary for a productive adult life. In addition, the sense of accomplishment and satisfaction in a job well done gives you positive self-esteem.

You'll participate in all aspects of daily life, facility maintenance, outdoor projects, gardening, and various other areas of operation. Like all of life's efforts, some of the work is interesting and fun; some is just a necessary part of life. Through the various tasks, you'll also learn teamwork and the importance of each person's contribution to a complex effort.

Because daily work involves outdoor activities that can pose safety risks, it is essential that you use common sense and follow exactly the guidelines laid down by your work project supervisors. Their guidelines are designed for your protection. Foolish, risky behavior, such as horseplay, can have very serious consequences. Therefore these actions are not allowed on the Facility.

D. Facilities Policies and Procedures

Our Rexford Lodge is a busy place. For your protection, you must treat all supplies, with care and respect. You are not allowed on any outdoor machines. Any equipment or supplies that you may need such as snow shovels, shovels, rakes etc. are provided for your use.

You are responsible for doing your part to keep the facilities in good condition and appearance. You must not draw, write, carve on, or otherwise damage walls, furniture, or other Ranch For Kids Project property. If you do such irresponsible actions, you will face disciplinary actions, including payment for the repair or replacement of the damaged objects. Paying the hourly wage for the repairer of damaged property can be very costly.

E. Dress and Grooming Policies

We expect you to dress in clean, neat, appropriate clothing. Revealing apparel such as extremely short shorts, low-cut pants or shirts, and clothing exposing a bare midriff are not appropriate. Your clothing should be kept in good repair, without holes or fraying. You must also wear appropriate footwear; for example, flip-flops, slippers, and sandals are not acceptable for school or work times as they might become safety hazards. To help with housekeeping, you should remove your shoes when entering the living areas.

Pajamas are appropriate only for sleeping. You should not change into pajamas until thirty minutes before bedtime.

You should keep your hair clean and well groomed. Extreme hair arrangements and coloring are not appropriate, and your hair should not cover your eyes. Before sports and work sessions, you should arrange long hair so that it does not become a danger or a distraction.

Needless to say, you should bathe regularly and follow good personal hygiene practices.

Students on Level 2 are allowed minimal jewelry. You may not wear any jewelry that requires piercing of the body. Boys may not wear earrings.

Girls on Level 2 may wear subtle make-up.

If you have further questions about dress and grooming, the direct care staff can help you understand what is appropriate and what is not.

F. Personal Behavior Policies

You are responsible for your behavior and its consequences. If you choose to behave in a positive way and follow the guidelines for harmonious community living, you'll earn rewards. If you choose to behave in a negative way and not follow the guidelines, you'll experience the unpleasant consequences of your actions, including the loss of privileges (see Section III about Discipline). No handbook can explain every aspect of acceptable and unacceptable behaviors. You must inform yourself of the guidelines and then use common sense to behave toward others as you would have them behave toward you. If you are uncertain about any kind of behavior, you can always ask a staff member for clarification.

Remember your attitudes, choices, and behaviors are all up to you!

G. Respect Policies

Every person at the Ranch For Kids Project is worthy of respect and consideration, and all residents are responsible for treating others with dignity.

The most important trait in maintaining this mutual respect is absolute honesty. For this reason, the residents and staff of The Ranch For Kids should not lie, cheat, or steal; nor should they tolerate those actions in others. Because dishonesty always destroys trust and eventually damages relationships, it has no place in the lives of mature people.

Likewise, The Ranch For Kids residents must respect each other's property and privacy. Never touch anyone else's property without permission. The Ranch For Kids policy forbids lending and borrowing of personal items, including money and clothing. To avoid disagreements and conflicts, it's wise for you to put your name on all your clothing and other possessions.

Similarly, do not use any Ranch For Kids Project property without permission.

Also, respect other people's physical space and privacy. Do not go into another person's bedroom. Please respect the Direct Care Manager's off duty time. Do not disturb them during these times except in case of a genuine emergency.

Likewise you should respect others' personal space. Hitting, poking, pinching, shoving, wrestling, horseplay, and other such physical activities are not appropriate. Because of the nature of this facility, romantic relationships between residents are not allowed. This policy means that you may not hold hands, pass notes, or become involved in any other kind of affectionate actions. You may not engage in any kind of sexual behavior, including masturbation. Such behavior will result in serious disciplinary measures, notification of your parents, and (depending on your age) possible criminal prosecution.

You may not share a bed or shower with another person. Nor should you be alone in a one-on-one encounter with anyone, including staff members.

Respecting others also means you should not use any offensive language such as cursing, foul words, sexual innuendo, or using God's name in vain.

H. Communication Policies and Procedures

Good communication is essential for good relationships. Communication with your family helps you to resolve issues and mend relationships. At the Ranch For Kids, we expect you to be open and honest in your communication at all times: we expect "the truth, the whole truth, and nothing but the truth."

If you have a concern or problem, please share it immediately with one of the staff members so that it can be

addressed.

Although communication with parents, relatives, and friends is also important, we must follow some guidelines in order that your time here will be helpful and productive. We ask your parents to refrain from calling or writing you during the important adjustment period after your arrival, usually about one month.

We have a designated phone line, (406)-297-7592. This is the number your parents can use to call you. For boys the phone call days are Tuesdays and Thursdays and for girls phone call days are Wednesdays and Fridays. The best time to reach you is late afternoon/ evening. To allow fair use of telephones, please limit your calls to 15 minutes, once per week.

You may make outgoing calls only with the permission and supervision of the staff. You may make such calls only to individuals approved by your parents.

Your parents may write to you at the Ranch For Kids post office box:

P. O. Box 116
Rexford, MT 59930

If they send you packages or Federal Express documents, they should send them to the following physical address:

144 Gateway Ave.
Rexford, MT 59917

We ask your parents to refrain from sending you numerous packages, except for birthdays and holidays. Some residents never get gifts, phone calls, or letters from their families. Others need to be sensitive to their situations.

In the interest of open and honest communication, we have your parents' permission to monitor your mail and phone calls. We have found that such openness helps coordinate the efforts of parents and staff.

I. Banned Substances Policies and Procedures

Ranch For Kids policy forbids the use of alcohol, all forms of tobacco, and all illegal substances. This prohibition is absolute and applies to use both on and off the Facility. To insure compliance with this ban, the staff will inspect all of your in-coming and out-going luggage.

J. Miscellaneous Policies and Procedures

No handbook can cover every aspect of life at The Ranch For Kids. For this reason, you'll learn many details about expectations from your instructors and supervisors. Also, watch for posted signs and notices to give you additional information or guidelines for life at the Ranch for Kids. Remember that the purpose of the regulations is to help you develop and practice responsible behaviors so that you become successful adults who can live and work comfortably in society. Our goal is assist you as you become the healthy, productive, happy person God created you to be.

IV. Discipline

Discipline is not just a “nice” word for *punishment*. Its root meaning is “to teach.” At The Ranch For Kids, we believe that discipline must be a teaching tool that is consistent, purposeful, fair, and appropriate, depending on your individual needs. We use no disciplinary measures that are physically or emotionally damaging or demeaning to any person, nor do we use harsh, cruel, or unnecessary punishment. Discipline is based on a careful assessment of the circumstances of each case, including the seriousness of the behavior, your age, and the frequency of the misconduct.

The entire staff of The Ranch For Kids constantly strives to help you learn to make “right” choices. Making choices will always lead you either to positive or negative consequences because consequences are the results of the behaviors you choose. You are in control of your choices and hence the consequences of those choices.

A. The “Levels” System Overview

The Ranch For Kids uses a system based on supporting good choices and discouraging bad choices. We endeavor to make it easy to make the right choices and make it difficult to make wrong choices. Wise choices earn privileges; poor choices result in loss of privileges.

Getting “strikes” or demerits on the Level System is the main form of discipline. Rewards for making good choices include not only privileges here but also off-campus outings such as field-trips, visits to Glacier National Park, camping, cultural events, shopping, athletic events, etc. Discipline for earning “strikes” involves the restriction of or removal of privileges.

Students work through several training levels. With each level come added privileges and responsibilities as you demonstrate the ability to handle them.

The system consists of four different levels ranging from 00 (Double Zero), the lowest level, through 2, the highest tier. Below is a brief description of each level. You can find additional descriptions of the levels in the Appendix (page 55).

Level 2

Upon arriving at Ranch for Kids Project, you will begin at Level 2, which means that you are expected to behave in an acceptable manner and so have all normal privileges. As long as you choose to behave in accordance with the policies of the program, you will remain on Level 2. If you make poor behavioral choices, you’ll earn “strikes” and become demoted to lower levels.

Level 1

If your behavior demotes you to Level 1, you will lose all the privileges you enjoyed on Level 2: you will be limited in contact with others; you will be highly supervised; you will not be able to leave the facility except for required activities; you will not be able to watch movies, have desserts, or participate in recreational activities. You must remain on Level 1 a minimum of one week. (A total of three “strikes” in one week automatically brings a Level 1 placement for at least a week.) More serious offenses might require additional weeks on Level 1.

Level 0

An assignment to Level 0 brings further restrictions. You will be assigned this level for consistent lack of effort to try and be on level 2 or behavior that is destructive to yourself, to others, or to property. Those on Level 0 have no privileges. They may speak only to staff members in private conversations.

Level 00

This level is assigned for only the most extremely unacceptable behavior when all other avenues of reaching the student have failed. This level will be assigned for serious offenses such as leaving campus without permission, running away, unruly or violent behavior; those assigned to this level are isolated from their peers and allowed communication only with an adult. Program participant on this level has “quiet time,” sitting on a chair in an area designated by the direct care staff.

Level Meetings

On an assigned day of the week, the program participants and staff attend mandatory Level Meetings in which the staff considers each participant’s behavior and progress for the week and assigns levels.

B. Physical Restraint

Because of the importance of your physical safety and personal worth, The Ranch For Kids staff make every effort to avoid physical confrontation with you. Instead they use crisis intervention techniques which de-escalate the situation and use physical restraint only as a last resort, a safety response. They WILL restrain you if you (1) are endangering yourself; (2) are endangering the staff or other program participants; (3) are destroying property or attempting to do so; (4) are running away. If staff members are forced to use physical restraint, they will treat you with dignity and respect.

C. Quiet Time Seclusion

Seclusion is a powerful tool which, when used properly, can protect you from counter-productive behaviors. We believe seclusion (or “time in”) gives you space and quiet time to reflect upon the issues that have brought you to act out in harmful ways. Some of the serious events that might lead to seclusion are running away, violence, destruction of property, and inappropriate sexual conduct.

Seclusion is used only for 1-3 hours during evenings while we intensively counsel you. If you are sitting away from other program participants, you always can contact an adult who is close by. Also, keep in mind that you will be monitored during seclusion by video surveillance. The necessities of everyday life—food, water, warmth, etc.—are never denied you.

If your behavior forces us to impose restraint or seclusion, the staff may write an incident report about the situation and notify your parents.

D. Self-Discipline

Your ultimate goal is to achieve self-discipline, the mature stage when you consistently make the right behavior choices without being forced or supervised. Self-discipline is the mark of successful, mature adults. Two of the ways that we assist you in achieving your self-discipline are counseling and therapy.

Most of our counseling, however, is less formal. In addition to the weekly Level Meetings, you may have small group discussions to cover a variety of subjects; or for more personal matters, you may have one-on-one spontaneous counseling sessions with staff members. Some of our best talks happen while we’re chatting out on the trail, garden, kitchen, or living room. When the need arises, we talk.

E. Conclusion

Remember that you’ve come to The Ranch For Kids to become a more successful person. Your growth—physical, mental, spiritual, and social—depends in large measure on following a structured, consistent, and disciplined program. The staff members of The Ranch For Kids became involved in this project because they are deeply-committed, caring, loving human beings. Yet they know that often “tough love” is the only way to help young people. All of them hope you will use your experiences here to develop responsible behaviors that will serve you well all your life.

APPENDIX

RANCH FOR KIDS LODGE DAILY SCHEDULE

DAILY SCHEDULE

School Days During the School Year

6:45-8:00 a.m.	Wake-up Activities
8:00-8:25 a.m.	Breakfast
9:00 a.m.-4:00 p.m.	School
4:00-5:45 p.m.	Cleaning Chores / Home Room Activities (Level Meetings on Wednesdays, typically 5:30-9:30 p.m.)
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Homework or Recreation
8:30-9:00 p.m.	Evening Free Time
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Fridays During School Year

7:00-8:00 a.m.	Wake-up Activities
8:00-9:00 a.m.	Breakfast
9:00 a.m.-1:00 p.m.	Work Activities
1:00-2:00 p.m.	Lunch
2:00-6:00 p.m.	Work Activities (with break at 4:00)
6:00-7:00 p.m.	Dinner

7:00-10:00 p.m.	Evening Free Time
10:00 p.m.	Lights Out and in Bed
<u>Saturdays and Summer Days</u>	
7:30-8:00 a.m.	Wake-up Activities
8:00-8:45 a.m.	Breakfast
9:00-11:00 a.m.	Chores / Cleaning
11:00 a.m.-2:00 p.m.	Work Activities
2:00-3:00 p.m.	Lunch
3:00-6:00 p.m.	Chores / Work Activities or Recreation
7:00-7:30 p.m.	Dinner
7:30-10:00 p.m.	Free Time, Sports, Video Nights
10:00-10:30 p.m.	Quiet Time; Prepare for Bedtime
10:30 p.m.	Lights Out and in Bed

Sundays

8:00-8:45 a.m.	Wake-up Activities
8:45-9:15 a.m.	Breakfast
9:15-9:30 a.m.	Prepare for Church
9:30 a.m.-12:30 p.m.	Church & Other Activities
1:00-1:30 p.m.	Lunch
1:30-6:00 p.m.	Free Time or Recreation
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Free Time or Recreation
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Holiday schedules will be created by the staff and announced.

Timeline for Growth

Learning and changing are challenging processes. As a result, they're often accompanied by discomfort and frustration, sometimes quite severe. Expect to be uncomfortable and frustrated as these are normal feelings when a person is learning and changing. It may be helpful to think of them as "growing pains."

As you come to the Ranch For Kids Project, you may have a range of emotions. Typically, these are the feelings you may encounter as you progress through the program:

First Month: You may feel homesick, angry, and rejected. Especially you may feel very angry at your parents for sending you here and uncertain about the future. Some program participants may rebel at first, while others may conform to the program right away. The first month is definitely a time of testing and adjustment for you. We encourage you to talk to the staff about your feelings.

Six Months: During this period inner problems really begin to surface. You may consistently stay on a certain level or continue to have problems with maintaining a positive attitude and acceptable behavior. Usually the staff members know by this time if you're going to succeed in the program. Many times you'll begin to gain a real appreciation of your family life and family members.

First Year: During this period you'll make a definite choice: you'll both recognize your root problems and begin to work on them, or you'll allow your old ways to continue to dominate your behavior. This period can be a time of real cleansing for you and your parents. You may allow deeply-hidden truths to come to the surface. You may begin to trust authority figures in a greater way. If you reject changing and revert to your old ways, this period can be a time of running and major rebellious choices. Attachment-disordered children may have special difficulties. This is the time where you can begin to develop a stronger relationship with home and family. You'll have more opportunities for home visits, or your parents may visit the program. These visits allow you to make the transition back into the home environment as well as seek a positive peer group. It's the goal of The Ranch for Kids staff and your parents to place you back in your home as soon as you've completed the level system.

After leaving our Rexford Lodge program, some participants go directly into a job training program, such as Job Corps or Montana Youth Challenge Academy. If this is your intention, we'll teach you the skills necessary to live in such a structured adult environment. If your parents' goal for you is to find a replacement family, our staff will prepare you for this major transition.

The Plan for You: Your parents will ultimately make the plan that they think is best for you. The Ranch For Kids

does not make that decision. All we can do is report to them about your progress in our program. We do not “choose” new families for children or tell parents whether they should take their children home or not. They’ll make these decisions after they’ve evaluated the situation.

Crisis Management

Below are five serious situations which require serious responses. For each situation you can see exactly what the situation is, who will be involved, and what the specific consequences will be.

Runaway

Persons Notified: Direct Care Manager, Director of the Program, Police, and Parents

Procedures: We will report the runaways, file an official runaway report with the police, and notify your parents. If we see you “walk away,” we will go after you and bring you back to the Facility. It is very unsafe for you to run away from the property. Our forests are full of dangerous animals—bears (both black and grizzly), mountain lions, wolves, and others. In addition, our weather is unpredictable and sometimes severe: if you find yourself unprepared outdoors, without proper warmth and food, you could easily die from exposure. Getting lost in the forest would be a very scary event. Finding you in millions of acres of national forest could be a daunting task, and very dangerous for you and the rescuers. (A full-scale manhunt with tracking dogs might be necessary.) When returned to the facility, you will be placed on Level 00.

Sexual Conduct between Program Participants

Persons Notified: Direct Care Manager, Director of Program, Parents, Police

Procedures: The Ranch For Kids policies do not allow any sexual contact between participants. We do not “date” here, and we discourage all romantic relationships, including hand holding, kissing, note passing, etc. Even though it’s common for teenagers to date, we do not allow dating as it often creates conflict among participant, hurt feelings, and distractions that are not helpful for the participants who are here. Sexual contact between someone over 16 and someone under 16 is considered statutory rape, and the police must be notified. You could be criminally prosecuted. If you remain at the program, you’ll be placed on Level 00.

Theft

Persons Notified: Direct Care Manager, Parents, and Police as warranted

Procedures: If you steal, you’ll immediately be put on Level 0. The police maybe notified and charges filed. You’ll make full restitution from your own money or work off the debt.

Substance Abuse

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: Any use of illegal substances, (such as tobacco, alcohol, or illegal drugs), will place you on Level 00. The police may be notified. You may be dismissed from the program.

Major Destruction of Property

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: You'll be required to pay for any destruction of property. The police may be notified and charges filed. You will be placed on Level 0.

Goals for RFK Program Participants

These are behaviors that all participants at The Ranch for Kids should strive to attain.

The successful RFK participants consistently will maintain Level 2 behaviors and additionally:

1. Tell the full truth at all times;
2. Keep all promises and agreements;
3. Through appropriate speech and behavior, set a good example for others;
4. Speak/react with others politely and respectfully;
5. Try to keep others on task and out of trouble;
6. When asked, politely offer advice or opinions;
7. Complete needed tasks/work without argument or complaint;
8. Help others if they need and want assistance;
9. Complete all tasks thoroughly and completely to the best of your ability;
10. Accept additional tasks requested by staff;
11. Do clearly-needed work without being assigned it and reminded to do it;
12. Keep your work space clean during and after work;
13. If requested, assist staff with supervision of kids;
14. Resist peer pressure to join in inappropriate behavior;
15. In case of disagreements, deal directly and appropriately with the other person involved;
16. Responsibly complete all tasks so that the staff doesn't need to monitor you to ensure work was done properly;
17. When given a privilege, not abuse/overuse it.

(Remember: Willingness to take initiative and make yourself available to help create huge strides toward progress.)

Good Advice from the Father of Several Russian Kids

(Note: He wrote this advice as if you were making promises to yourself. Only minor editing changes have been made to his original document.)

FOLLOW THE RULES:

Every place has rules. I will not argue about the rules, no matter how inconvenient I think they are. The better I follow the rules, the more time I will have to do what I want to do. This will make me happier and less angry. I will remember the rules I don't like so I can change them when it is my turn to make the rules.

FOLLOW INSTRUCTIONS/RESPECT AUTHORITY:

I will follow all instructions given to me by anyone in charge of me and accept their decisions without arguing, no matter how unfair I think they are or how angry I feel. I will trust that the decision or instruction is in my best interest, even if I can't see it at the time or understand why. I will not ask why at the time of the decision or instruction because I will probably be angry and disrespectful. If I respect authority (those in charge of my welfare), they will respect me; and later I will get more freedom to make decisions by myself.

CONTROL ANGER:

I know I will get angry about something every day. I will get angry at everyone I know at some time. If I feel myself start to get angry, I will stop talking, stop listening, close my eyes, and take three deep breaths, then listen to the sound of my breath. If I still feel angry, I will not stomp away. I will say, without yelling or raising my voice that I need time by myself. Then, after getting permission, I will calmly walk away without slamming doors, without yelling, or without cursing. I will stay by myself until I am calm. To calm myself, I will think about what made me angry: will it matter to me tomorrow, next week, or next month?

RESPECT OTHERS:

I will respect other people. They are as important as I am, even if I don't like them. I will not call anyone or anything "dumb," "gay," or "stupid." If I see something I want, then I will say "please" and not "gimme." If I don't like something I see or something someone is talking about, I will say something like, "No, thank you" or "You like that? I like 'X.'" I will not say, "That sucks." I will not yell at anyone, curse at anyone, hit anyone, push anyone, or throw anything. I will not make fun of people or tease them unless they are my friends and I know they like the joking. I will say at least one nice thing each day to each person in my life that I see that day. If I respect other people in this way, they will learn to respect me the same way. This respect will make me happier and less angry. When I see people I know, I will look them in the eye, smile, and say, "Hello" and say their names.

RESPECT MYSELF:

I am a smart person. I am a good person. God put me on earth and brought me to America to use my good brain and heart to help other people. I already know that my talents bring other people pleasure. This makes me happy. I will use all the talents and abilities that God gave me to do good, not bad.

I will not do actions that will hurt my body or brain. I will not smoke, use drugs, or encourage others to do so. I will not use alcoholic drinks. I will never drive a car after drinking alcohol. I will never get into a car with a driver who has been

drinking. I will not stay in a car if people in the car start drinking.

I will take care of my body and mind by taking any prescription medicine that I am supposed to take, when I am supposed to take it. I will make sure that I get enough to eat, even if my medicine makes me not hungry. I will not smoke cigarettes or dip or chew tobacco.

TELL THE TRUTH:

If I lie sometimes, then people will not believe me when I tell the truth. If I always tell the truth, then people will believe me. Even if everything I do say is true, but I have not said everything I know and I know the person I'm talking with believes something other than the full truth, then I have lied. If I always tell the truth and the whole truth, people will respect me; and they will likely also tell me the whole truth. Then I will be happier and less angry.

If I want to go somewhere or do something, I will ask the persons in charge of me and tell them the whole truth—where or what it is, who is driving, who is going, why I want to go, and other important information. I will accept their decision without arguing. If I do these things, I will have fewer problems and arguments with people.

BE THANKFUL:

I will be thankful for my entire life. Each part of it has taught me something and made me the person I am, even if I don't understand why. I will be thankful for all the people in my life who love me and care about me. I will remember that those people in charge of me want me to be safe, successful, and happy. They also want me to have fun. I will tell all the important people in my life how important they are to me each time I see them or at least once a day if I see them every day. When someone does something nice for me or says something nice to me, I will immediately say, "Thanks" or "Thank you."

FINISH SCHOOL:

I will work hard to finish school and do as well as I can. I will pay attention in classes, not disrupt class, and do my homework. I understand that I will not be able to get a good job or one I like if I do not finish school. If I finish school and have good grades, I will have more and better choices of good jobs that I will do. This will make me happier for the rest of my life.

Statistics indicate that there are three things which will help ensure a successful life and that you will not live in poverty:

1. Finish high school.
2. Do not get married before you are 22 years old.
3. Do not have children before you are married.

Descriptions of the Level System

Level 00

Goal: Return to productive behavior.

Description: This level is assigned for only the most extreme behavior when all other avenues of reaching the program participant have failed. When level 1 does not work, you will have a level drop and if the same behavior continues you will be dropped further to level 00.

- You will be isolated from peers by experiencing “quiet time,” for seven days.
please refer to quiet time rules
- If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
- You will not be allowed to interact with any peer at any time while on this level.
- You will only be allowed to interact with a staff member.
- You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
- For exercise – the only activity you are allowed is jumping jacks.
- No swinging on swings.
- For recess in school you will sit in your classroom under staff supervision.
- No desert, no sugary treats or drinks.
- No movies, no music.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 0

Goal: Decide to follow the rules, eliminate attitudes and spirits of disrespect and rebellion.

Description: Level 0 is assigned for unruly, uncooperative behavior such as running away, violence toward oneself or others, or destruction of property.

- You will be isolated from peers by experiencing “quiet time,” for three days.
please refer to quiet time rules
 - If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
 - You will not be allowed to interact with any peer at any time while on this level. You will get a strike for this. Interaction in all settings will be restricted.
 - You will only be allowed to interact and have conversations with a staff member.
 - You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
 - For exercise – the only activity you are allowed is jumping jacks.
 - No swinging on swings.
 - For recess in school you will sit in your classroom under staff supervision.
 - No desert, no sugary treats or drinks.
 - No movies, no music.
 - The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
 - GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
 - GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 1

Goal: Follow the rules, routine, and staff direction; develop an understanding, cooperative spirit.

Description: Having restriction with no privileges.

- No desert, no sugary treats or drinks.
- GIRLS: not allowed make up, nail paint.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- No extras with meals – no juice/lemonade etc.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- Only allowed educational movies on Friday, Saturday and Sunday only.
- No music.
- No swinging on swings.
- Staff may show some flexibility on all of the above depending on the behavior and attitude of the child.

List of Level 1 Approved activities:

Reading, sewing, practice music with staff, drawing, crocheting, knitting, working on puzzles, allowed to exercise and do aerobics but this activity can be taken away and you will be allowed only jumping jacks, walking with same level peers is allowed in staff appointed area.

Level 2

Goal: Show trustworthiness and cooperation; respond with new or different actions to improve behaviors and family relationships.

Description: Having all basic privileges.

QUIET TIME RULES:

No activity of any sort other than homework.

To be held during free time in the evenings.

Two hours a day.

GIRLS: One hour of homework time can be included in this.

No interaction with anyone, not even staff.

RIGHTS AND RESPONSIBILITIES OF RANCH FOR KIDS PARTICIPANTS

The United States Declaration of Independence states that all citizens have the rights to “life, liberty, and the pursuit of happiness.” Rights were very important to the people who founded this country. As young people you also have these basic rights as well as the responsibilities or obligations that come from having them. This document provides an overview of these rights in addition to the responsibilities you owe to yourself, your family, your school program, and the larger society in which you live.

Your education and growth in maturity should increasingly develop your sense of responsibility so that you can properly enjoy the rights which you and all other citizens have.

RIGHTS

1. The Necessities of Life

This category includes the right to sufficient nourishing food, sleep, adequate shelter, and necessary medical care. It does not include the right to entertainment, numerous material possessions, or luxuries. In other words, you have the rights to what you need but not to whatever you desire.

2. Safety

This right includes freedom from physical harm as well as all other forms of abuse. It includes the right to be treated with the dignity and respect appropriate to every human being.

3. Protection/Representation

This right means that if you believe you are being illegally mistreated by others, you have easy access to those entrusted with protecting you such as parents, teachers, social workers, or even attorneys.

4. Nondiscrimination

This right means that you may not be discriminated against because of your race, gender, disabilities, religious affiliations, or sexual orientation. It attempts to ensure your fair treatment or a “level playing field.”

5. Basic Education

Because a free society depends on educated citizens, our country guarantees you the right to free public education through high school. This right does not extend to a free college education. At many programs, including the academic program at The Ranch For Kids, this right includes the privilege of participating in co-curricular activities that can supplement and enhance your formal education.

6. Privacy / Confidentiality

You have the right to keep private information confidential. This idea means that such records as school and medical files are available only to those with a legitimate “need to know,” such as your teachers and medical providers. Of course, until you reach adulthood, this “need to know” status also applies to your parents and/or guardians.

7. Feelings

Although somewhat different from your human and civil rights, this right asserts that no one can tell you that your feelings are “wrong.” What you feel is genuine to you. Although others may argue that your emotions are not justified, they can’t prevent your feelings. Your feelings are real to you.

8. Compensation

If you have been unfairly deprived of a possession, you have the right to seek redress. In others words, if a person steals or damages something you own, he/she should return it to you, replace it, or provide you with the money to replace it.

RESPONSIBILITIES

Rights must always be balanced with responsibilities. By carrying out our responsibilities, we keep our rights secure. The mature person knows that it’s unreasonable to expect to enjoy rights if he or she is not willing to assume the responsibilities which protect them. Like everyone else, you have the responsibilities to:

1. Take Care of Yourself

You have a responsibility to take care of yourself physically. This responsibility means that you should eat nutritious food, get adequate rest, avoid harmful substances, and take all required medications. You also have the responsibility to maintain good personal hygiene: to keep yourself, your clothing, and your personal living space clean.

2. Develop Your Skills and Abilities

All people have special God-given talents and gifts. It is their responsibility to develop those special abilities and use them to benefit themselves and those around them. Diligent efforts in school are an excellent way to develop your skills. Fortunately, well-developed abilities often bring well-paying jobs.

3. Honor Your Parents

It’s important to honor your parents as they provide you with life’s physical necessities as well as love, support, and encouragement. Although it’s common for young people to disagree with their parents, they still have the responsibility to do what their parents request and to treat them with respect. Remember that the Sixth Commandment requires us to give honor to our parents.

4. Treat Others Respectfully

Just as you have the right to be treated respectfully, so you have the obligation to treat others with respect. Usually others treat us as we treat them: if we desire respect from others, we must show them consistent respect as well. It is good to follow the Platinum Rule: treat others as they would like to be treated.

5. Tell the Truth

Because lies almost always destroy relationships, it is essential for a responsible person to tell the truth at all times. The importance of honesty is stressed in law courts, where witnesses are required to tell “the truth, the whole truth, and nothing but the truth.” No society which tolerates lies can last long. For these reasons it is every

person's obligation to be forthright and open. Most people consider truth-telling to be the most important trait an individual can have.

6. Communicate Your Needs and Appreciation

Our ability to communicate effectively is crucial, for without communication we won't get our needs met. On the other hand, we have an obligation to communicate to others our gratitude for the positive actions they do. We can't expect others to read our minds. Instead we must express clearly and effectively both our needs and our appreciation. This responsibility means that you need to ask questions if you don't understand what someone has said or written.

7. Follow the Rules

For small groups and whole societies to function effectively, each individual must follow the rules. Whether a person breaks a minor rule such as leaving a mess in the cafeteria or breaks a law such as robbing a bank, he or she is showing disrespect for accepted behavior and ultimately disrespect for others who are hurt by the rule-breaker. The mature person follows the laws and regulations so that groups can function smoothly.

8. Accept the Consequences of Your Actions

Only you are responsible for your attitudes, choices, and behaviors. No one else chooses your actions and reactions. If you blame others for a choice you make or attempt to redirect the focus of your wrongdoing away from yourself, you are being dishonest. You do not acknowledge the truth of the situation—that you are accountable for your choice. Such attempts to shift responsibility destroy relationships. As a mature person, you must accept the consequences of your actions.

9. Fulfill Your Obligations

Responsible people honor their commitments: they do what they've agreed to do; they pay their debts; they complete their school assignments; they carry out their expected work duties. If people don't honor their obligations, usually others will have to "pick up the slack" and so become inconvenienced. Knowing how unfair it is, the responsible person will not put others in this difficult situation.

10. Prepare for Good Citizenship

Ultimately the success of a free society depends on having good citizens who can process information, think clearly, and so vote intelligently. For this reason responsible people prepare themselves to become effective citizens. As future voters, you have the responsibility to train yourself to be the best citizen you can be.

WHAT PARENTS EXPECT OF THEIR CHILDREN

Through numerous conversations with parents of Ranch for Kids participant, we have noticed that most share similar expectations concerning their children. Eight common traits emerged. Parents tell us they want their children to:

1. Understand that adults, because of their extensive life experiences and maturity, see the world differently than children do.
2. Accept that parents have authority over children and therefore expect obedience.
3. Appreciate the unique nature of the individual family and its privileges.
4. Value family relationships more than superficial friendships and material possessions.
5. Consider all people worthy of respect and show that respect in all their behaviors.
6. Develop an internal sense of right and wrong and behave with integrity in all interactions.
7. Understand the importance of a good education and take school very seriously.
8. Take responsibility for their actions rather than blaming other people or circumstances.

SOME IDEAS TO HELP YOU ACHIEVE THESE EXPECTATIONS

We all can benefit by thinking deeply about our lives and our relationships with others. Here are some mental activities that you may enjoy and that may help you grow in maturity and compassion.

1. Try honestly to see the world from your parents' point of view so that you can understand their decisions and the reasons for their actions.
2. Count your blessings: each day think about how your life has been made better through the care and concern of your family members and others who love you.
3. Carefully consider the consequences of your decisions and actions so that you can realistically decide if they are best for you in the long run.
4. Resist the temptations to act in an immature or selfish way based on the emotions of the moment.
5. Discipline yourself to "do the right thing" (tell the truth, do your assignments, treat others with respect) even when it's difficult to do so.
6. Imagine that everyone in the world behaves exactly as you do, and then ask yourself if that's the kind of world you'd want to live in.
7. Consider the ways your acts of consideration and kindness can make others happy and make the world a better place.
8. Picture yourself as you would like to be in ten years and make a list of the specific ways you can bring about those goals.

Things to Work On At the Program

- 1) Respect parental authority and recognize that parents must make the decisions about a child (education, placement, where to live.)
- 2) Recognize that running away or threats of running away are not acceptable and there is no need to engage in this behavior.
- 3) Come to appreciate parents and their love and to appreciate the opportunity you have to make a successful life for yourself by making good decisions.
- 4) Recognize the dangers of using the internet, sending pictures over the internet, conversing with strangers and setting up accounts on MySpace, Face Book or other such sites.
- 5) Recognize there is value in telling the truth and being honest with parents, friends/peers, and everyone.
- 6) Recognize that within a family there are rules and responsibilities that each member must follow if the family is to function in healthy and effective ways.
- 7) We hope and pray that your lives will be changed at the Ranch for Kids Project and you achieve your potential.

We would like our child to learn to....

1. Take responsibility for his/ her actions, not blaming others or circumstances
2. Treat all people with respect, speaking and behaving appropriately toward everyone
3. Take school seriously and understand the critical nature of education
4. Respect authority of parents and other adults in charge and do what he or she is told
5. Develop honesty, integrity, and a solid internal sense of right and wrong
6. Value family relationships over material "stuff" and superficial friendships.
7. Understand the difference between the choices of children and adults
8. Appreciate the priorities, privileges, and unique nature of our chosen family



The Ranch For Kids Project, Inc.

PROGRAM PARTICIPANT HANDBOOK

Revised 01-14-2015

Welcome to The Ranch for Kids!

We are honored that you and your parents have chosen to become a part of our unique program.

This program attempts to educate and assist you by supplying a firm, consistent, loving Christian atmosphere twenty-four hours a day.

During your stay with us, all staff members—including the Director, direct care staff, teachers, support staff, and volunteers—work closely with you, individually and in groups, to provide a safe place where you can grow and develop your potential.

You will live with others from similar backgrounds of abandonment, loss, orphanage experience, traumatic abuse, neglect, and adoption. The staff works with you, teaching you how to live a wholesome life where relationships with others matter. You will then be better prepared to handle family life, school, and peer pressures.

You will live under a balanced philosophy and follow a daily routine based on this philosophy. The “Balanced Life Philosophy” is built on the idea that the whole person must grow in four areas: physical, mental, spiritual, and social; and so you’ll follow a scheduled program including school, work, recreation, and social activities.

The staff appreciates any encouragement your parents give you as you work through the program. Because you need to be focused in the right direction, we’ve prepared this Handbook to explain how the program is organized to accomplish our goals.

We hope your stay here will bring growth and future happiness. With all good wishes,

William J. Sutley

Program Director

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THE RANCH FOR KIDS STUDENT HANDBOOK

I. The “Balanced Life Philosophy”

The “Balanced Life Philosophy” under which The Ranch For Kids Project works teaches that a person must grow in wholeness through four areas:

Physical: This area involves vigorous activities including, basketball, volleyball, soccer, tennis, baseball/softball, swimming, hiking, boating, and dodge ball. In addition, students fully participate in daily and weekly work projects at the facility.

Mental: We strongly encourage you to achieve your educational goals while at The Ranch For Kids. Our school program will provide you an academic challenge. You’ll also learn skills through work projects that expand your mental abilities.

Spiritual: Our students attend church services, youth groups, and discussions such as Bible study. In addition, we regularly meet for group discussions so that you have opportunities to explore important moral and ethical questions and get in touch with your own spirituality. Regular church services are scheduled.

Social: You’ll learn to relate to peers in positive ways while living in a healthy atmosphere, going to school, and participating in various work and social activities. You’ll also learn to relate to authority figures by interacting with teachers, direct care staff, counselors, and other support staff.

II. Realities and Expectations

In addition to the “Balanced Life Philosophy,” you need to understand certain realities of life and certain expectations your parents and society in general have. These realities and expectations also underlie the program at the Ranch For Kids.

Most parenting experts agree that children thrive when parents communicate well, provide appropriate discipline, and teach children to face reality and to live by “house rules,” which are general guidelines that reflect what parents expect from their children. Parents grant children freedoms and choices provided that the children follow the rules. If they do not follow them, negative consequences occur. Below are several realities that most experts and parents agree are reasonable.

A. Realities

1. Children are not adults, and they are not parents. Children have no authority at all over their parents. Although children may have some choices and some freedoms, those are only the choices and freedoms that their parents give them.
2. Children have a legal right to adequate food, shelter, safety, clothing, health care, and education. Parents are not required to give their children anything else. Certainly they are not required to be generous with material possessions.
3. People acquire necessities and desires through diligent work. These things do not just “fall out of the sky.” Especially you should understand that society will not give you what you want merely because you were at one time a poor, orphaned child.

B. Expectations

In addition to these realities, you should realize that parents have certain reasonable expectations concerning their children. It is important for you to understand and fulfill these expectations. Much of your work at the program will involve learning how to meet them.

1. Children should fulfill requests and respect decisions made by their parents. Although sometimes parents may explain the reasons for their requests and decisions, they have no obligation to explain or justify them to their children.
2. Children should share cooperatively in daily and weekly household chores assigned by their parents.
3. Children should follow established rules for the family, such as rules about appropriate language usage, common courtesies, and household management.
4. Children should follow parental guidelines regarding school attendance and homework.
5. Children should not hurt or threaten to hurt someone in order to get what they want. Nor should they yell, scream, or otherwise use emotional outbursts to pressure another person to give in to them.
6. Children should accept the consequences of breaking the house rules and not attempt to avoid them by pouting, crying, being rude, doing destructive actions, acting like a victim, or using other manipulative behaviors.
7. Children should consider their parents' efforts to provide the best for them and express their appreciation to their parents, both in words and actions.

For a more detailed discussion of children's responsibilities and the ways to meet them, please see "Good Advice from the Father of Several Russian Kids" and "Things To Work on at Ranch for Kids Project" in the Appendix to this Handbook.

III. Policies and Procedures

Living in a community creates specific challenges that demand everyone's attention and respect. All Ranch For Kids policies or rules exist for a purpose, often for your safety and comfort and to facilitate your growth. For this reason it is important to know and follow the policies at all times. If every resident follows the policies, we can live together in safety and harmony.

A. Housing Policies and Procedures

When people live together, it is natural for some disagreements or conflicts to arise. If you're aware of the potential challenges, you will be better prepared to deal with them. We've designed the housing policies and procedures to minimize the conflicts and ensure that you live comfortably with other residents.

You are responsible for maintaining your room. Each morning you should make your bed, put your room in order, and complete your cleaning chores before going to breakfast. Keep your dirty clothing in a container, and do your laundry weekly at your assigned time.

For health reasons, no food, drinks, or dishes are allowed in your bedroom. Residents are not allowed to keep cell phones, digital cameras, laptops/notebooks or video games/Gameboys. Only those on Level 2 may have CD players and I-pods, as long as I-pods don't have games or internet connectivity. It's wise to leave expensive electronic equipment and other valuable possessions at home.

Take personal responsibility for maintaining and protecting the common areas and keeping them clean and tidy. Do not waste water or electricity, and do not put paper towels, facial tissues, or other foreign objects in the toilets. The septic/sewer system will degrade only human waste and toilet paper.

Consider your housemates' needs and be considerate of them: avoid loud talk and making loud noises when others need to sleep or rest.

If you use common sense and treat others as you'd like to be treated, the housing arrangements can be very pleasant/congenial.

B. School Policies and Procedures

The Ranch for Kids School admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs. The Ranch For Kids uses the curriculum provided by The Ranch For Kids instructors. You will attend our school and attend regularly scheduled classes and educational activities. We employ a full-time certified and licensed school administrator who has qualifications in special education, learning disabilities, and teaching English as a second language. Other instructors teach subjects in their specialties.

If your native language is Russian (or another), you'll have opportunities to master English. You can rely on our bilingual staff for assistance.

Because we believe that mastery of subject matter is more important than a grade level, we won't assign you to a specific grade level. Instead you'll progress through the different subjects at a pace appropriate for you. You will be placed in a particular classroom based upon your age, academic proficiency, and ability to work in a classroom environment (behavior).

If you're over the age of sixteen and plan to attend Montana Youth Challenge Academy or a similar program, you will prepare to take the test of GED High Test (General Educational Development). Otherwise you'll work toward earning a high school diploma. We also offer preparation for the ASVAB if your intentions are to enter the armed forces.

You will attend school from 9:00 a.m. until 4:00 p.m., or as scheduled, Monday through Thursday with a lunch break between 12:30 and 1:30. School terms run from approximately September 1 through May 31, except for weekends and holidays. We also designate times for homework and special classes.

Despite the individualized instruction of our program, we expect you to behave as you would in any serious educational setting. You should come to school ready to learn, remain in your desk, pay close attention to your teachers, study quietly, and stay on task. We speak of the "other three R's" of education: we ask you to be Respectful, Responsible, and Ready to Learn. School policies do not permit food, drinks, or gum in the classrooms.

Your teachers will inform you of other specific policies and regulations concerning the school.

C. Work Policies and Procedures

Because work is essential to support yourself and a good work ethic is necessary for success in life, daily work projects are an integral part of the training at The Ranch For Kids. We also believe that idle hands and minds can lead to mischief, and so our aim is to keep you involved in structured, meaningful activities.

Work provides opportunities for learning, a strong healthy body, oxygen for a healthy brain, and the values necessary for a productive adult life. In addition, the sense of accomplishment and satisfaction in a job well done gives you positive self-esteem.

You'll participate in all aspects of daily life, facility maintenance, outdoor projects, gardening, and various other areas of operation. Like all of life's efforts, some of the work is interesting and fun; some is just a necessary part of life. Through the various tasks, you'll also learn teamwork and the importance of each person's contribution to a complex effort.

Because daily work involves outdoor activities that can pose safety risks, it is essential that you use common sense and follow exactly the guidelines laid down by your work project supervisors. Their guidelines are designed for your protection. Foolish, risky behavior, such as horseplay, can have very serious consequences. Therefore these actions are not allowed on the Facility.

D. Facilities Policies and Procedures

Our Rexford Lodge is a busy place. For your protection, you must treat all supplies, with care and respect. You are not allowed on any outdoor machines. Any equipment or supplies that you may need such as snow shovels, shovels, rakes etc. are provided for your use.

You are responsible for doing your part to keep the facilities in good condition and appearance. You must not draw, write, carve on, or otherwise damage walls, furniture, or other Ranch For Kids Project property. If you do such irresponsible actions, you will face disciplinary actions, including payment for the repair or replacement of the damaged objects. Paying the hourly wage for the repairer of damaged property can be very costly.

E. Dress and Grooming Policies

We expect you to dress in clean, neat, appropriate clothing. Revealing apparel such as extremely short shorts, low-cut pants or shirts, and clothing exposing a bare midriff are not appropriate. Your clothing should be kept in good repair, without holes or fraying. You must also wear appropriate footwear; for example, flip-flops, slippers, and sandals are not acceptable for school or work times as they might become safety hazards. To help with housekeeping, you should remove your shoes when entering the living areas.

Pajamas are appropriate only for sleeping. You should not change into pajamas until thirty minutes before bedtime.

You should keep your hair clean and well groomed. Extreme hair arrangements and coloring are not appropriate, and your hair should not cover your eyes. Before sports and work sessions, you should arrange long hair so that it does not become a danger or a distraction.

Needless to say, you should bathe regularly and follow good personal hygiene practices.

Students on Level 2 are allowed minimal jewelry. You may not wear any jewelry that requires piercing of the body. Boys may not wear earrings.

Girls on Level 2 may wear subtle make-up.

If you have further questions about dress and grooming, the direct care staff can help you understand what is appropriate and what is not.

F. Personal Behavior Policies

You are responsible for your behavior and its consequences. If you choose to behave in a positive way and follow the guidelines for harmonious community living, you'll earn rewards. If you choose to behave in a negative way and not follow the guidelines, you'll experience the unpleasant consequences of your actions, including the loss of privileges (see Section III about Discipline). No handbook can explain every aspect of acceptable and unacceptable behaviors. You must inform yourself of the guidelines and then use common sense to behave toward others as you would have them behave toward you. If you are uncertain about any kind of behavior, you can always ask a staff member for clarification.

Remember your attitudes, choices, and behaviors are all up to you!

G. Respect Policies

Every person at the Ranch For Kids Project is worthy of respect and consideration, and all residents are responsible for treating others with dignity.

The most important trait in maintaining this mutual respect is absolute honesty. For this reason, the residents and staff of The Ranch For Kids should not lie, cheat, or steal; nor should they tolerate those actions in others. Because dishonesty always destroys trust and eventually damages relationships, it has no place in the lives of mature people.

Likewise, The Ranch For Kids residents must respect each other's property and privacy. Never touch anyone else's property without permission. The Ranch For Kids policy forbids lending and borrowing of personal items, including money and clothing. To avoid disagreements and conflicts, it's wise for you to put your name on all your clothing and other possessions.

Similarly, do not use any Ranch For Kids Project property without permission.

Also, respect other people's physical space and privacy. Do not go into another person's bedroom. Please respect the Direct Care Manager's off duty time. Do not disturb them during these times except in case of a genuine emergency.

Likewise you should respect others' personal space. Hitting, poking, pinching, shoving, wrestling, horseplay, and other such physical activities are not appropriate. Because of the nature of this facility, romantic relationships between residents are not allowed. This policy means that you may not hold hands, pass notes, or become involved in any other kind of affectionate actions. You may not engage in any kind of sexual behavior, including masturbation. Such behavior will result in serious disciplinary measures, notification of your parents, and (depending on your age) possible criminal prosecution.

You may not share a bed or shower with another person. Nor should you be alone in a one-on-one encounter with anyone, including staff members.

Respecting others also means you should not use any offensive language such as cursing, foul words, sexual innuendo, or using God's name in vain.

H. Communication Policies and Procedures

Good communication is essential for good relationships. Communication with your family helps you to resolve issues and mend relationships. At the Ranch For Kids, we expect you to be open and honest in your communication at all times: we expect "the truth, the whole truth, and nothing but the truth."

If you have a concern or problem, please share it immediately with one of the staff members so that it can be

addressed.

Although communication with parents, relatives, and friends is also important, we must follow some guidelines in order that your time here will be helpful and productive. We ask your parents to refrain from calling or writing you during the important adjustment period after your arrival, usually about one month.

We have a designated phone line, (406)-297-7592. This is the number your parents can use to call you. For boys the phone call days are Tuesdays and Thursdays and for girls phone call days are Wednesdays and Fridays. The best time to reach you is late afternoon/ evening. To allow fair use of telephones, please limit your calls to 15 minutes, once per week.

You may make outgoing calls only with the permission and supervision of the staff. You may make such calls only to individuals approved by your parents.

Your parents may write to you at the Ranch For Kids post office box:

P. O. Box 116
Rexford, MT 59930

If they send you packages or Federal Express documents, they should send them to the following physical address:

144 Gateway Ave.
Rexford, MT 59917

We ask your parents to refrain from sending you numerous packages, except for birthdays and holidays. Some residents never get gifts, phone calls, or letters from their families. Others need to be sensitive to their situations.

In the interest of open and honest communication, we have your parents' permission to monitor your mail and phone calls. We have found that such openness helps coordinate the efforts of parents and staff.

I. Banned Substances Policies and Procedures

Ranch For Kids policy forbids the use of alcohol, all forms of tobacco, and all illegal substances. This prohibition is absolute and applies to use both on and off the Facility. To insure compliance with this ban, the staff will inspect all of your in-coming and out-going luggage.

J. Miscellaneous Policies and Procedures

No handbook can cover every aspect of life at The Ranch For Kids. For this reason, you'll learn many details about expectations from your instructors and supervisors. Also, watch for posted signs and notices to give you additional information or guidelines for life at the Ranch for Kids. Remember that the purpose of the regulations is to help you develop and practice responsible behaviors so that you become successful adults who can live and work comfortably in society. Our goal is assist you as you become the healthy, productive, happy person God created you to be.

IV. Discipline

Discipline is not just a “nice” word for *punishment*. Its root meaning is “to teach.” At The Ranch For Kids, we believe that discipline must be a teaching tool that is consistent, purposeful, fair, and appropriate, depending on your individual needs. We use no disciplinary measures that are physically or emotionally damaging or demeaning to any person, nor do we use harsh, cruel, or unnecessary punishment. Discipline is based on a careful assessment of the circumstances of each case, including the seriousness of the behavior, your age, and the frequency of the misconduct.

The entire staff of The Ranch For Kids constantly strives to help you learn to make “right” choices. Making choices will always lead you either to positive or negative consequences because consequences are the results of the behaviors you choose. You are in control of your choices and hence the consequences of those choices.

A. The “Levels” System Overview

The Ranch For Kids uses a system based on supporting good choices and discouraging bad choices. We endeavor to make it easy to make the right choices and make it difficult to make wrong choices. Wise choices earn privileges; poor choices result in loss of privileges.

Getting “strikes” or demerits on the Level System is the main form of discipline. Rewards for making good choices include not only privileges here but also off-campus outings such as field-trips, visits to Glacier National Park, camping, cultural events, shopping, athletic events, etc. Discipline for earning “strikes” involves the restriction of or removal of privileges.

Students work through several training levels. With each level come added privileges and responsibilities as you demonstrate the ability to handle them.

The system consists of four different levels ranging from 00 (Double Zero), the lowest level, through 2, the highest tier. Below is a brief description of each level. You can find additional descriptions of the levels in the Appendix (page 55).

Level 2

Upon arriving at Ranch for Kids Project, you will begin at Level 2, which means that you are expected to behave in an acceptable manner and so have all normal privileges. As long as you choose to behave in accordance with the policies of the program, you will remain on Level 2. If you make poor behavioral choices, you’ll earn “strikes” and become demoted to lower levels.

Level 1

If your behavior demotes you to Level 1, you will lose all the privileges you enjoyed on Level 2: you will be limited in contact with others; you will be highly supervised; you will not be able to leave the facility except for required activities; you will not be able to watch movies, have desserts, or participate in recreational activities. You must remain on Level 1 a minimum of one week. (A total of three “strikes” in one week automatically brings a Level 1 placement for at least a week.) More serious offenses might require additional weeks on Level 1.

Level 0

An assignment to Level 0 brings further restrictions. You will be assigned this level for consistent lack of effort to try and be on level 2 or behavior that is destructive to yourself, to others, or to property. Those on Level 0 have no privileges. They may speak only to staff members in private conversations.

Level 00

This level is assigned for only the most extremely unacceptable behavior when all other avenues of reaching the student have failed. This level will be assigned for serious offenses such as leaving campus without permission, running away, unruly or violent behavior; those assigned to this level are isolated from their peers and allowed communication only with an adult. Program participant on this level has “quiet time,” sitting on a chair in an area designated by the direct care staff.

Level Meetings

On an assigned day of the week, the program participants and staff attend mandatory Level Meetings in which the staff considers each participant’s behavior and progress for the week and assigns levels.

B. Physical Restraint

Because of the importance of your physical safety and personal worth, The Ranch For Kids staff make every effort to avoid physical confrontation with you. Instead they use crisis intervention techniques which de-escalate the situation and use physical restraint only as a last resort, a safety response. They WILL restrain you if you (1) are endangering yourself; (2) are endangering the staff or other program participants; (3) are destroying property or attempting to do so; (4) are running away. If staff members are forced to use physical restraint, they will treat you with dignity and respect.

C. Quiet Time Seclusion

Seclusion is a powerful tool which, when used properly, can protect you from counter-productive behaviors. We believe seclusion (or “time in”) gives you space and quiet time to reflect upon the issues that have brought you to act out in harmful ways. Some of the serious events that might lead to seclusion are running away, violence, destruction of property, and inappropriate sexual conduct.

Seclusion is used only for 1-3 hours during evenings while we intensively counsel you. If you are sitting away from other program participants, you always can contact an adult who is close by. Also, keep in mind that you will be monitored during seclusion by video surveillance. The necessities of everyday life—food, water, warmth, etc.—are never denied you.

If your behavior forces us to impose restraint or seclusion, the staff may write an incident report about the situation and notify your parents.

D. Self-Discipline

Your ultimate goal is to achieve self-discipline, the mature stage when you consistently make the right behavior choices without being forced or supervised. Self-discipline is the mark of successful, mature adults. Two of the ways that we assist you in achieving your self-discipline are counseling and therapy.

Most of our counseling, however, is less formal. In addition to the weekly Level Meetings, you may have small group discussions to cover a variety of subjects; or for more personal matters, you may have one-on-one spontaneous counseling sessions with staff members. Some of our best talks happen while we’re chatting out on the trail, garden, kitchen, or living room. When the need arises, we talk.

E. Conclusion

Remember that you’ve come to The Ranch For Kids to become a more successful person. Your growth—physical, mental, spiritual, and social—depends in large measure on following a structured, consistent, and disciplined program. The staff members of The Ranch For Kids became involved in this project because they are deeply-committed, caring, loving human beings. Yet they know that often “tough love” is the only way to help young people. All of them hope you will use your experiences here to develop responsible behaviors that will serve you well all your life.

APPENDIX

RANCH FOR KIDS LODGE DAILY SCHEDULE

DAILY SCHEDULE

School Days During the School Year

6:45-8:00 a.m.	Wake-up Activities
8:00-8:25 a.m.	Breakfast
9:00 a.m.-4:00 p.m.	School
4:00-5:45 p.m.	Cleaning Chores / Home Room Activities (Level Meetings on Wednesdays, typically 5:30-9:30 p.m.)
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Homework or Recreation
8:30-9:00 p.m.	Evening Free Time
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Fridays During School Year

7:00-8:00 a.m.	Wake-up Activities
8:00-9:00 a.m.	Breakfast
9:00 a.m.-1:00 p.m.	Work Activities
1:00-2:00 p.m.	Lunch
2:00-6:00 p.m.	Work Activities (with break at 4:00)
6:00-7:00 p.m.	Dinner

7:00-10:00 p.m.	Evening Free Time
10:00 p.m.	Lights Out and in Bed
<u>Saturdays and Summer Days</u>	
7:30-8:00 a.m.	Wake-up Activities
8:00-8:45 a.m.	Breakfast
9:00-11:00 a.m.	Chores / Cleaning
11:00 a.m.-2:00 p.m.	Work Activities
2:00-3:00 p.m.	Lunch
3:00-6:00 p.m.	Chores / Work Activities or Recreation
7:00-7:30 p.m.	Dinner
7:30-10:00 p.m.	Free Time, Sports, Video Nights
10:00-10:30 p.m.	Quiet Time; Prepare for Bedtime
10:30 p.m.	Lights Out and in Bed

Sundays

8:00-8:45 a.m.	Wake-up Activities
8:45-9:15 a.m.	Breakfast
9:15-9:30 a.m.	Prepare for Church
9:30 a.m.-12:30 p.m.	Church & Other Activities
1:00-1:30 p.m.	Lunch
1:30-6:00 p.m.	Free Time or Recreation
6:00-7:00 p.m.	Dinner
7:00-9:00 p.m.	Free Time or Recreation
9:00-10:00 p.m.	Quiet Time; Prepare for Bedtime
10:00 p.m.	Lights Out and in Bed

Holiday schedules will be created by the staff and announced.

Timeline for Growth

Learning and changing are challenging processes. As a result, they're often accompanied by discomfort and frustration, sometimes quite severe. Expect to be uncomfortable and frustrated as these are normal feelings when a person is learning and changing. It may be helpful to think of them as "growing pains."

As you come to the Ranch For Kids Project, you may have a range of emotions. Typically, these are the feelings you may encounter as you progress through the program:

First Month: You may feel homesick, angry, and rejected. Especially you may feel very angry at your parents for sending you here and uncertain about the future. Some program participants may rebel at first, while others may conform to the program right away. The first month is definitely a time of testing and adjustment for you. We encourage you to talk to the staff about your feelings.

Six Months: During this period inner problems really begin to surface. You may consistently stay on a certain level or continue to have problems with maintaining a positive attitude and acceptable behavior. Usually the staff members know by this time if you're going to succeed in the program. Many times you'll begin to gain a real appreciation of your family life and family members.

First Year: During this period you'll make a definite choice: you'll both recognize your root problems and begin to work on them, or you'll allow your old ways to continue to dominate your behavior. This period can be a time of real cleansing for you and your parents. You may allow deeply-hidden truths to come to the surface. You may begin to trust authority figures in a greater way. If you reject changing and revert to your old ways, this period can be a time of running and major rebellious choices. Attachment-disordered children may have special difficulties. This is the time where you can begin to develop a stronger relationship with home and family. You'll have more opportunities for home visits, or your parents may visit the program. These visits allow you to make the transition back into the home environment as well as seek a positive peer group. It's the goal of The Ranch for Kids staff and your parents to place you back in your home as soon as you've completed the level system.

After leaving our Rexford Lodge program, some participants go directly into a job training program, such as Job Corps or Montana Youth Challenge Academy. If this is your intention, we'll teach you the skills necessary to live in such a structured adult environment. If your parents' goal for you is to find a replacement family, our staff will prepare you for this major transition.

The Plan for You: Your parents will ultimately make the plan that they think is best for you. The Ranch For Kids

does not make that decision. All we can do is report to them about your progress in our program. We do not “choose” new families for children or tell parents whether they should take their children home or not. They’ll make these decisions after they’ve evaluated the situation.

Crisis Management

Below are five serious situations which require serious responses. For each situation you can see exactly what the situation is, who will be involved, and what the specific consequences will be.

Runaway

Persons Notified: Direct Care Manager, Director of the Program, Police, and Parents

Procedures: We will report the runaways, file an official runaway report with the police, and notify your parents. If we see you “walk away,” we will go after you and bring you back to the Facility. It is very unsafe for you to run away from the property. Our forests are full of dangerous animals—bears (both black and grizzly), mountain lions, wolves, and others. In addition, our weather is unpredictable and sometimes severe: if you find yourself unprepared outdoors, without proper warmth and food, you could easily die from exposure. Getting lost in the forest would be a very scary event. Finding you in millions of acres of national forest could be a daunting task, and very dangerous for you and the rescuers. (A full-scale manhunt with tracking dogs might be necessary.) When returned to the facility, you will be placed on Level 00.

Sexual Conduct between Program Participants

Persons Notified: Direct Care Manager, Director of Program, Parents, Police

Procedures: The Ranch For Kids policies do not allow any sexual contact between participants. We do not “date” here, and we discourage all romantic relationships, including hand holding, kissing, note passing, etc. Even though it’s common for teenagers to date, we do not allow dating as it often creates conflict among participant, hurt feelings, and distractions that are not helpful for the participants who are here. Sexual contact between someone over 16 and someone under 16 is considered statutory rape, and the police must be notified. You could be criminally prosecuted. If you remain at the program, you’ll be placed on Level 00.

Theft

Persons Notified: Direct Care Manager, Parents, and Police as warranted

Procedures: If you steal, you’ll immediately be put on Level 0. The police maybe notified and charges filed. You’ll make full restitution from your own money or work off the debt.

Substance Abuse

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: Any use of illegal substances, (such as tobacco, alcohol, or illegal drugs), will place you on Level 00. The police may be notified. You may be dismissed from the program.

Major Destruction of Property

Persons Notified: Direct Care Manager, Director of Program, Parents, and Police as warranted

Procedures: You'll be required to pay for any destruction of property. The police may be notified and charges filed. You will be placed on Level 0.

Goals for RFK Program Participants

These are behaviors that all participants at The Ranch for Kids should strive to attain.

The successful RFK participants consistently will maintain Level 2 behaviors and additionally:

1. Tell the full truth at all times;
2. Keep all promises and agreements;
3. Through appropriate speech and behavior, set a good example for others;
4. Speak/react with others politely and respectfully;
5. Try to keep others on task and out of trouble;
6. When asked, politely offer advice or opinions;
7. Complete needed tasks/work without argument or complaint;
8. Help others if they need and want assistance;
9. Complete all tasks thoroughly and completely to the best of your ability;
10. Accept additional tasks requested by staff;
11. Do clearly-needed work without being assigned it and reminded to do it;
12. Keep your work space clean during and after work;
13. If requested, assist staff with supervision of kids;
14. Resist peer pressure to join in inappropriate behavior;
15. In case of disagreements, deal directly and appropriately with the other person involved;
16. Responsibly complete all tasks so that the staff doesn't need to monitor you to ensure work was done properly;
17. When given a privilege, not abuse/overuse it.

(Remember: Willingness to take initiative and make yourself available to help create huge strides toward progress.)

Good Advice from the Father of Several Russian Kids

(Note: He wrote this advice as if you were making promises to yourself. Only minor editing changes have been made to his original document.)

FOLLOW THE RULES:

Every place has rules. I will not argue about the rules, no matter how inconvenient I think they are. The better I follow the rules, the more time I will have to do what I want to do. This will make me happier and less angry. I will remember the rules I don't like so I can change them when it is my turn to make the rules.

FOLLOW INSTRUCTIONS/RESPECT AUTHORITY:

I will follow all instructions given to me by anyone in charge of me and accept their decisions without arguing, no matter how unfair I think they are or how angry I feel. I will trust that the decision or instruction is in my best interest, even if I can't see it at the time or understand why. I will not ask why at the time of the decision or instruction because I will probably be angry and disrespectful. If I respect authority (those in charge of my welfare), they will respect me; and later I will get more freedom to make decisions by myself.

CONTROL ANGER:

I know I will get angry about something every day. I will get angry at everyone I know at some time. If I feel myself start to get angry, I will stop talking, stop listening, close my eyes, and take three deep breaths, then listen to the sound of my breath. If I still feel angry, I will not stomp away. I will say, without yelling or raising my voice that I need time by myself. Then, after getting permission, I will calmly walk away without slamming doors, without yelling, or without cursing. I will stay by myself until I am calm. To calm myself, I will think about what made me angry: will it matter to me tomorrow, next week, or next month?

RESPECT OTHERS:

I will respect other people. They are as important as I am, even if I don't like them. I will not call anyone or anything "dumb," "gay," or "stupid." If I see something I want, then I will say "please" and not "gimme." If I don't like something I see or something someone is talking about, I will say something like, "No, thank you" or "You like that? I like 'X.'" I will not say, "That sucks." I will not yell at anyone, curse at anyone, hit anyone, push anyone, or throw anything. I will not make fun of people or tease them unless they are my friends and I know they like the joking. I will say at least one nice thing each day to each person in my life that I see that day. If I respect other people in this way, they will learn to respect me the same way. This respect will make me happier and less angry. When I see people I know, I will look them in the eye, smile, and say, "Hello" and say their names.

RESPECT MYSELF:

I am a smart person. I am a good person. God put me on earth and brought me to America to use my good brain and heart to help other people. I already know that my talents bring other people pleasure. This makes me happy. I will use all the talents and abilities that God gave me to do good, not bad.

I will not do actions that will hurt my body or brain. I will not smoke, use drugs, or encourage others to do so. I will not use alcoholic drinks. I will never drive a car after drinking alcohol. I will never get into a car with a driver who has been

drinking. I will not stay in a car if people in the car start drinking.

I will take care of my body and mind by taking any prescription medicine that I am supposed to take, when I am supposed to take it. I will make sure that I get enough to eat, even if my medicine makes me not hungry. I will not smoke cigarettes or dip or chew tobacco.

TELL THE TRUTH:

If I lie sometimes, then people will not believe me when I tell the truth. If I always tell the truth, then people will believe me. Even if everything I do say is true, but I have not said everything I know and I know the person I'm talking with believes something other than the full truth, then I have lied. If I always tell the truth and the whole truth, people will respect me; and they will likely also tell me the whole truth. Then I will be happier and less angry.

If I want to go somewhere or do something, I will ask the persons in charge of me and tell them the whole truth—where or what it is, who is driving, who is going, why I want to go, and other important information. I will accept their decision without arguing. If I do these things, I will have fewer problems and arguments with people.

BE THANKFUL:

I will be thankful for my entire life. Each part of it has taught me something and made me the person I am, even if I don't understand why. I will be thankful for all the people in my life who love me and care about me. I will remember that those people in charge of me want me to be safe, successful, and happy. They also want me to have fun. I will tell all the important people in my life how important they are to me each time I see them or at least once a day if I see them every day. When someone does something nice for me or says something nice to me, I will immediately say, "Thanks" or "Thank you."

FINISH SCHOOL:

I will work hard to finish school and do as well as I can. I will pay attention in classes, not disrupt class, and do my homework. I understand that I will not be able to get a good job or one I like if I do not finish school. If I finish school and have good grades, I will have more and better choices of good jobs that I will do. This will make me happier for the rest of my life.

Statistics indicate that there are three things which will help ensure a successful life and that you will not live in poverty:

1. Finish high school.
2. Do not get married before you are 22 years old.
3. Do not have children before you are married.

Descriptions of the Level System

Level 00

Goal: Return to productive behavior.

Description: This level is assigned for only the most extreme behavior when all other avenues of reaching the program participant have failed. When level 1 does not work, you will have a level drop and if the same behavior continues you will be dropped further to level 00.

- You will be isolated from peers by experiencing “quiet time,” for seven days.
please refer to quiet time rules
- If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
- You will not be allowed to interact with any peer at any time while on this level.
- You will only be allowed to interact with a staff member.
- You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
- For exercise – the only activity you are allowed is jumping jacks.
- No swinging on swings.
- For recess in school you will sit in your classroom under staff supervision.
- No desert, no sugary treats or drinks.
- No movies, no music.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 0

Goal: Decide to follow the rules, eliminate attitudes and spirits of disrespect and rebellion.

Description: Level 0 is assigned for unruly, uncooperative behavior such as running away, violence toward oneself or others, or destruction of property.

- You will be isolated from peers by experiencing “quiet time,” for three days.
please refer to quiet time rules
 - If there is a group activity off the premises, you will either be left at the facility with another staff member or will accompany the group and sit in an assigned spot for the entire duration of the event/activity.
 - You will not be allowed to interact with any peer at any time while on this level. You will get a strike for this. Interaction in all settings will be restricted.
 - You will only be allowed to interact and have conversations with a staff member.
 - You will not be allowed to be involved in any activity other than what goes on during school hours. (No knitting, no crocheting, no reading, etc.)
 - For exercise – the only activity you are allowed is jumping jacks.
 - No swinging on swings.
 - For recess in school you will sit in your classroom under staff supervision.
 - No desert, no sugary treats or drinks.
 - No movies, no music.
 - The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
 - GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
 - GIRLS: not allowed make up, nail paint.
- No extras with meals – no juice/lemonade etc., tea without sugar.

Level 1

Goal: Follow the rules, routine, and staff direction; develop an understanding, cooperative spirit.

Description: Having restriction with no privileges.

- No desert, no sugary treats or drinks.
- GIRLS: not allowed make up, nail paint.
- GIRLS: You will miss out on any “special day” activities – eg: Tea Parties etc.
- No extras with meals – no juice/lemonade etc.
- The reward for working well or having a good attitude will be a promotion to a higher level at the end of the week.
- Only allowed educational movies on Friday, Saturday and Sunday only.
- No music.
- No swinging on swings.
- Staff may show some flexibility on all of the above depending on the behavior and attitude of the child.

List of Level 1 Approved activities:

Reading, sewing, practice music with staff, drawing, crocheting, knitting, working on puzzles, allowed to exercise and do aerobics but this activity can be taken away and you will be allowed only jumping jacks, walking with same level peers is allowed in staff appointed area.

Level 2

Goal: Show trustworthiness and cooperation; respond with new or different actions to improve behaviors and family relationships.

Description: Having all basic privileges.

QUIET TIME RULES:

No activity of any sort other than homework.

To be held during free time in the evenings.

Two hours a day.

GIRLS: One hour of homework time can be included in this.

No interaction with anyone, not even staff.

RIGHTS AND RESPONSIBILITIES OF RANCH FOR KIDS PARTICIPANTS

The United States Declaration of Independence states that all citizens have the rights to “life, liberty, and the pursuit of happiness.” Rights were very important to the people who founded this country. As young people you also have these basic rights as well as the responsibilities or obligations that come from having them. This document provides an overview of these rights in addition to the responsibilities you owe to yourself, your family, your school program, and the larger society in which you live.

Your education and growth in maturity should increasingly develop your sense of responsibility so that you can properly enjoy the rights which you and all other citizens have.

RIGHTS

1. The Necessities of Life

This category includes the right to sufficient nourishing food, sleep, adequate shelter, and necessary medical care. It does not include the right to entertainment, numerous material possessions, or luxuries. In other words, you have the rights to what you need but not to whatever you desire.

2. Safety

This right includes freedom from physical harm as well as all other forms of abuse. It includes the right to be treated with the dignity and respect appropriate to every human being.

3. Protection/Representation

This right means that if you believe you are being illegally mistreated by others, you have easy access to those entrusted with protecting you such as parents, teachers, social workers, or even attorneys.

4. Nondiscrimination

This right means that you may not be discriminated against because of your race, gender, disabilities, religious affiliations, or sexual orientation. It attempts to ensure your fair treatment or a “level playing field.”

5. Basic Education

Because a free society depends on educated citizens, our country guarantees you the right to free public education through high school. This right does not extend to a free college education. At many programs, including the academic program at The Ranch For Kids, this right includes the privilege of participating in co-curricular activities that can supplement and enhance your formal education.

6. Privacy / Confidentiality

You have the right to keep private information confidential. This idea means that such records as school and medical files are available only to those with a legitimate “need to know,” such as your teachers and medical providers. Of course, until you reach adulthood, this “need to know” status also applies to your parents and/or guardians.

7. Feelings

Although somewhat different from your human and civil rights, this right asserts that no one can tell you that your feelings are “wrong.” What you feel is genuine to you. Although others may argue that your emotions are not justified, they can’t prevent your feelings. Your feelings are real to you.

8. Compensation

If you have been unfairly deprived of a possession, you have the right to seek redress. In others words, if a person steals or damages something you own, he/she should return it to you, replace it, or provide you with the money to replace it.

RESPONSIBILITIES

Rights must always be balanced with responsibilities. By carrying out our responsibilities, we keep our rights secure. The mature person knows that it’s unreasonable to expect to enjoy rights if he or she is not willing to assume the responsibilities which protect them. Like everyone else, you have the responsibilities to:

1. Take Care of Yourself

You have a responsibility to take care of yourself physically. This responsibility means that you should eat nutritious food, get adequate rest, avoid harmful substances, and take all required medications. You also have the responsibility to maintain good personal hygiene: to keep yourself, your clothing, and your personal living space clean.

2. Develop Your Skills and Abilities

All people have special God-given talents and gifts. It is their responsibility to develop those special abilities and use them to benefit themselves and those around them. Diligent efforts in school are an excellent way to develop your skills. Fortunately, well-developed abilities often bring well-paying jobs.

3. Honor Your Parents

It’s important to honor your parents as they provide you with life’s physical necessities as well as love, support, and encouragement. Although it’s common for young people to disagree with their parents, they still have the responsibility to do what their parents request and to treat them with respect. Remember that the Sixth Commandment requires us to give honor to our parents.

4. Treat Others Respectfully

Just as you have the right to be treated respectfully, so you have the obligation to treat others with respect. Usually others treat us as we treat them: if we desire respect from others, we must show them consistent respect as well. It is good to follow the Platinum Rule: treat others as they would like to be treated.

5. Tell the Truth

Because lies almost always destroy relationships, it is essential for a responsible person to tell the truth at all times. The importance of honesty is stressed in law courts, where witnesses are required to tell “the truth, the whole truth, and nothing but the truth.” No society which tolerates lies can last long. For these reasons it is every

person's obligation to be forthright and open. Most people consider truth-telling to be the most important trait an individual can have.

6. Communicate Your Needs and Appreciation

Our ability to communicate effectively is crucial, for without communication we won't get our needs met. On the other hand, we have an obligation to communicate to others our gratitude for the positive actions they do. We can't expect others to read our minds. Instead we must express clearly and effectively both our needs and our appreciation. This responsibility means that you need to ask questions if you don't understand what someone has said or written.

7. Follow the Rules

For small groups and whole societies to function effectively, each individual must follow the rules. Whether a person breaks a minor rule such as leaving a mess in the cafeteria or breaks a law such as robbing a bank, he or she is showing disrespect for accepted behavior and ultimately disrespect for others who are hurt by the rule-breaker. The mature person follows the laws and regulations so that groups can function smoothly.

8. Accept the Consequences of Your Actions

Only you are responsible for your attitudes, choices, and behaviors. No one else chooses your actions and reactions. If you blame others for a choice you make or attempt to redirect the focus of your wrongdoing away from yourself, you are being dishonest. You do not acknowledge the truth of the situation—that you are accountable for your choice. Such attempts to shift responsibility destroy relationships. As a mature person, you must accept the consequences of your actions.

9. Fulfill Your Obligations

Responsible people honor their commitments: they do what they've agreed to do; they pay their debts; they complete their school assignments; they carry out their expected work duties. If people don't honor their obligations, usually others will have to "pick up the slack" and so become inconvenienced. Knowing how unfair it is, the responsible person will not put others in this difficult situation.

10. Prepare for Good Citizenship

Ultimately the success of a free society depends on having good citizens who can process information, think clearly, and so vote intelligently. For this reason responsible people prepare themselves to become effective citizens. As future voters, you have the responsibility to train yourself to be the best citizen you can be.

WHAT PARENTS EXPECT OF THEIR CHILDREN

Through numerous conversations with parents of Ranch for Kids participant, we have noticed that most share similar expectations concerning their children. Eight common traits emerged. Parents tell us they want their children to:

1. Understand that adults, because of their extensive life experiences and maturity, see the world differently than children do.
2. Accept that parents have authority over children and therefore expect obedience.
3. Appreciate the unique nature of the individual family and its privileges.
4. Value family relationships more than superficial friendships and material possessions.
5. Consider all people worthy of respect and show that respect in all their behaviors.
6. Develop an internal sense of right and wrong and behave with integrity in all interactions.
7. Understand the importance of a good education and take school very seriously.
8. Take responsibility for their actions rather than blaming other people or circumstances.

SOME IDEAS TO HELP YOU ACHIEVE THESE EXPECTATIONS

We all can benefit by thinking deeply about our lives and our relationships with others. Here are some mental activities that you may enjoy and that may help you grow in maturity and compassion.

1. Try honestly to see the world from your parents' point of view so that you can understand their decisions and the reasons for their actions.
2. Count your blessings: each day think about how your life has been made better through the care and concern of your family members and others who love you.
3. Carefully consider the consequences of your decisions and actions so that you can realistically decide if they are best for you in the long run.
4. Resist the temptations to act in an immature or selfish way based on the emotions of the moment.
5. Discipline yourself to "do the right thing" (tell the truth, do your assignments, treat others with respect) even when it's difficult to do so.
6. Imagine that everyone in the world behaves exactly as you do, and then ask yourself if that's the kind of world you'd want to live in.
7. Consider the ways your acts of consideration and kindness can make others happy and make the world a better place.
8. Picture yourself as you would like to be in ten years and make a list of the specific ways you can bring about those goals.

Things to Work On At the Program

- 1) Respect parental authority and recognize that parents must make the decisions about a child (education, placement, where to live.)
- 2) Recognize that running away or threats of running away are not acceptable and there is no need to engage in this behavior.
- 3) Come to appreciate parents and their love and to appreciate the opportunity you have to make a successful life for yourself by making good decisions.
- 4) Recognize the dangers of using the internet, sending pictures over the internet, conversing with strangers and setting up accounts on MySpace, Face Book or other such sites.
- 5) Recognize there is value in telling the truth and being honest with parents, friends/peers, and everyone.
- 6) Recognize that within a family there are rules and responsibilities that each member must follow if the family is to function in healthy and effective ways.
- 7) We hope and pray that your lives will be changed at the Ranch for Kids Project and you achieve your potential.

We would like our child to learn to....

1. Take responsibility for his/ her actions, not blaming others or circumstances
2. Treat all people with respect, speaking and behaving appropriately toward everyone
3. Take school seriously and understand the critical nature of education
4. Respect authority of parents and other adults in charge and do what he or she is told
5. Develop honesty, integrity, and a solid internal sense of right and wrong
6. Value family relationships over material "stuff" and superficial friendships.
7. Understand the difference between the choices of children and adults
8. Appreciate the priorities, privileges, and unique nature of our chosen family